



YOUTH CORRECTIONS

DYC

Annual Report

1999

**Utah Department of Human Services
Division of Youth Corrections**

DIVISION OF YOUTH CORRECTIONS

EXECUTIVE SUMMARY OF THE 1999 ANNUAL REPORT

The Division of Youth Corrections serves a variety of youths with a comprehensive array of programs, including home detention, secure detention, receiving centers, reporting centers, case management, community alternatives, observation and assessment, and secure facilities. Work components and service projects have been incorporated into many Division programs. Collectively, these programs form a continuum that meets the needs of all types of delinquent youths (pages 14-15). Relevant facts about the Division from the DYC Annual Report 1999 are summarized below.

- C** From the opening of the Territorial Reform School in 1889 to present, Utah's juvenile justice system has attempted to protect the public, hold delinquent youths accountable, and provide them rehabilitative opportunities (pages 5-7).
- C** Work camps and community service projects provide youths with opportunities to repay victims, engage in work projects that benefit the public, and to gain a sense of accomplishment (page 23).
- C** With few exceptions in FY 1999, Division programs were full and often operated over capacity (pages 18, 22, 31, 35)
- C** Of all youths in custody on a typical day, over 64% were in nonsecure community alternatives, home placement, or observation and assessment programs, about 24% were in locked facilities or secure detention, and 12% were in jail, hospital, out of state, or AWOL (page 25).
- C** The average daily population of youths in custody reached an all time high of 1,254 during FY 1999 (page 25).
- C** Total felony- and misdemeanor-type convictions decreased for youths admitted to community alternatives, observation and assessment, and secure facilities (pages 27, 32, 36).
- C** Following a pattern across many years, the census of all programs reflects a disproportionate number of minority youths (pages 13, 19, 28, 33, 37). Boys also are overrepresented across all Division programs (page 13).
- C** Youths in custody earned over \$303,000 paid directly to victims of juvenile crime as restitution (page 41).
- C** The Youth Parole Authority held 957 hearings in FY 1999, a 21% increase over FY 1998.
- C** Staff received over 67,000 individual training hours in such areas as security, first aid, and suicide prevention (page 42).
- C** The Division monitors private agencies that provide residential and nonresidential services (page 45).
- C** Division funding in FY 1999 was \$72,230,157; funding authorized for FY 2000 is \$81,991,900. The increase will assist growth across most programs, in particular receiving centers, detention, community alternatives, and transition (page 10).
- C** The Division is engaged actively in comprehensive program evaluation and empirical measurement of outcomes (pages 29, 34, 38, 41-44).

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Prepared by the Office of Research, Evaluation, & Planning
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State of Utah

DEPARTMENT OF HUMAN SERVICES

DIVISION OF YOUTH CORRECTIONS



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December 28, 1999

To the Citizens of Utah:

Welcome to the Division of Youth Corrections 1999 Annual Report. We, as the Board of Youth Corrections, in cooperation with Gary K. Dalton and his associates in the Division, are pleased to present it to you for your perusal. The format is similar to that used in past years so that comparisons can be made and also to lend consistency to our reporting process.

The Board of Youth Corrections has taken on new faces. As Chairperson, I am grateful for the commitment and dedication of Dr. Theresa Martinez, Eldon Money, and Myron Benson, along with our newest members, James Earl, Jody Petry, and Derick Kamachi. Together, we believe that we oversee a policy and program emphasis that is critical to the mission of the Division and moreover, is representative of the direction that would make the citizens of the State of Utah proud.

There have been numerous accomplishments in the Division over the last six years. In 1999, the Division, with our support, embarked on a number of changes and policy issues. Our emphasis has been on plethysmograph testing of sex offenders, our support of female programs via the Strawberry Camp and the new Reflections program, as well as the continuing support of the Implementation Strategies for the Juvenile Justice Audit. These all speak to our continuing commitment to furthering the efforts of juvenile justice in Utah.

We hope you are as proud of the Division's accomplishments as we are, and at the same time never satisfied with the status quo. We will continue to challenge processes and pursue answers that attest to Utah's place as one of the "best" in the juvenile corrections field.

We ask that you join us in this effort.

Respectfully,

Lois E. McArthur, Chair

THE BOARD OF YOUTH CORRECTIONS



LOIS E. MCARTHUR, CHAIR

Tooele County Public Relations Coordinator; Bonneville Resource Conservation & Development Council; Member, Tooele Youth Center Board; Member, Work Force Services Council of Central Region; Director, Tooele County Chamber of Commerce; Former Tooele County Commissioner.



**THERESA MARTINEZ, Ph.D.,
VICE CHAIR**

Associate Professor of Sociology, University of Utah; Mentor, Unity Movement; Member, Utah Coalition of La Raza, Recipient, University of Utah Distinguished Teaching Award; Recipient, YWCA Leadership Award for Education.



GEORGANNA A. PETRY

Judge, Uintah County Justice Court; Cochair, Representation Committee Utah Task Force on Racial & Ethnic Fairness in the Legal System; Education Director, 8th Judicial District Justice Court Judges; Participant, Justice Court Judges' Legal Institute; Clerk, Roosevelt Baptist Church.



DERICK KAMACHI

Chair, Cedar City Recreation Board; Emergency Management Educator; Member, Founding Board AYSO San Marcos, Ca. & Cedar City; Member, SW Utah Detention Advisory Board; Graduate, Executive Fire Officer Program National Fire Academy; Former Former Deputy Chief, San Diego City Fire Department.



MYRON T. BENSON

Member, National Association for Secondary School Principals; Member, Cache Options for Youth; Member Phi Delta Kappa; Fellow, Utah Principals Academy; Former Principal, Sky View High School and North Cache Middle School; Former Director of Buildings in Cache School District; Former Assistant Principal and Teacher at Sky View High School.



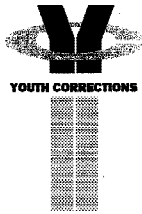
ELDON A. MONEY

Farmer and cattleman; Utah Chairman, Farm Services Agency; Member, Utah Sentencing Commission; Member, Appellate Court Nominating Commission; Utah State Legislator 1974-1996, Former Minority Whip and Minority Leader; Former President, Utah County Farm Bureau and Kiwanis Club; Former Member, Mountain View Hospital Board.



JAMES L. EARL

Chief Professional Officer/Executive Director, Lincoln Center Boys & Girls Club; Recreation Chairman, Brigham City Youth Commission; Board Member, Utah School Age Care Alliance; Board Member, Bear River Activity & Skill Center; Team Member, National Conference on Preventing Crime; Founder, Brigham City Volunteer Center; Retired Military Officer.



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DEPARTMENT OF HUMAN SERVICES

DIVISION OF YOUTH CORRECTIONS



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December 28, 1999

To Governor Leavitt, President Lane Beattie, Speaker Stephens, the Board of Youth Corrections, Associates and Friends:

It is my pleasure to present to you the 1999 Annual Report for the Division of Youth Corrections.

This report captures the essence of the work and activities of the Division during the past calendar year. It represents the programmatic, financial and resource issues that continue to both plague and hold promise for the Division.

1999 has been a productive year and I commend those who have made it so:

Many thanks to Governor Leavitt and the Legislature who continue to hold Youth Corrections in high esteem and show that with their commitment to programs and services for the juvenile offenders.

Many thanks go to the Juvenile Court. The Judges have a difficult task and yet conduct themselves with aplomb and dignity in the face of the societal ills manifested in our juvenile offenders. Kudos go to the court administration and probation staff who have given so much of themselves to better the relationship between our two agencies.

Many thanks go to the Board of Youth Corrections and Youth Parole Authority who give so competently and sincerely of their time. Their responsibility to hold the division accountable to its programmatic, policy and parole decisions is significant and greatly appreciated.

Many thanks to my associates in the Division, including the Private Providers' Network, who literally carry out the mandate to care for and supervise the constant caseload of juvenile offenders in our charge. It is no easy task and one for which I'm grateful that they are there.

With that said, I forthwith transmit this report as required of me by statute. You may access this report electronically at website: www.hsdyc.ut.us

Sincerely,

Gary K. Dalton

HISTORY OF YOUTH CORRECTIONS

In 1981, the Division of Youth Corrections was created with the mission "...to provide a continuum of supervision and rehabilitation programs which meets the needs of the youthful offender in a manner consistent with public safety. These services and programs will individualize treatment and control the youthful offender for the benefit of the youth and the protection of society."

The Division's philosophical roots can be traced back to the late 1800s and the Utah Territorial Reform School which opened in Ogden in 1889. The original intent was "...to make the school as near like a home as possible." A century ago increases in delinquent and violent behavior were seen as results of a changing society. The remedy for the problems of Utah's troubled youths was seen as the concerted support of competent individuals, caring families, and communities. This remains true today.



Utah Territorial Reform School in Ogden circa 1889 (photo courtesy of the Utah State Historical Society).

HISTORICAL HIGHLIGHTS OF UTAH'S YOUTH CORRECTIONS SYSTEM

- | | |
|------|--|
| 1889 | The Territorial Reform School opens in Ogden with dormitories for 100 children. |
| 1896 | Utah receives Statehood and the Territorial Reform School becomes the Utah State Industrial School. |
| 1905 | The Utah Juvenile Court is created as the primary court for juvenile offenders. |
| 1946 | A National Probation Association study of the Utah State Industrial School finds that "Most of the buildings along with their equipment fall far short of requirements for the proper care, education and treatment of boys and girls." |
| 1974 | The Federal Juvenile Justice and Delinquency Prevention Act is created, establishing a new national tone for juvenile corrections reform by advocating: (1) removal of juvenile status offenders and nonoffenders from locked facilities; (2) separation of juvenile offenders from adult offenders; and (3) removal of juveniles from adult jails, municipal lockups, and adult correctional facilities. |
| 1975 | A class action lawsuit, Manning v. Matheson, is filed in Federal District Court. The conditions of confinement at the State Industrial School are brought into question by the lawsuit's allegation that a resident's extended stay in solitary confinement either precipitated or exacerbated his mental illness. |
| 1977 | The Blue Ribbon Task Force is appointed by Governor Scott Matheson. A major recommendation is that: Youth should be placed in the "least restrictive setting" that is consistent with public safety. |
| 1978 | Governor Matheson holds meetings with leaders of the juvenile justice community concerning the ability of the State Industrial School to securely hold serious offenders and at the same time protect the safety of less serious offenders. A consultant is hired by Governor Matheson to make recommendations for settlement of Manning v. Matheson.

The Utah State Industrial School becomes the Utah State Youth Development Center (YDC). |
| 1979 | The Federal Office of Juvenile Justice and Delinquency Prevention awards Utah an \$800,000 grant to begin developing a network of community based, privately operated residential programs. |
| 1980 | The Governor's Juvenile Justice Task Force, with wide representation from concerned agencies and the community, is created to examine Utah's juvenile corrections system. The Juvenile Justice Task Force creates a Master Plan, inspired by the correctional model employed by Massachusetts, to provide direction for the development of Utah's juvenile justice system. The three key tenets of this model are: (1) the majority of juvenile |

HISTORY OF YOUTH CORRECTIONS

offenders cannot be treated within a training school setting because treatment and rehabilitation are not consistent with the security issues required within a locked secure facility; (2) young offenders must be provided opportunities for rehabilitation, but not at the expense of public safety; and (3) commitment guidelines should be developed and financial resources should be pushed to the front end of the system to create community alternatives to secure care, rather than to the far end of the system for the development of secure beds.

- 1981 The Division of Youth Corrections is created by statute (UCA 62A-7) based on the Master Plan developed by the Juvenile Justice Task Force. The Division is organized into three geographical regions, each with responsibility for developing secure care, community based alternatives to secure care, detention, case management, and observation and assessment. Utah's seven detention centers receive financial support from the state, but are operated by county governments.
- The Region II Observation and Assessment Center opens in Salt Lake City, joining the existing assessment program on the YDC campus.
- 1983 The YDC is closed. In its place Decker Lake and Mill Creek Youth Centers are opened. Each facility provides 30 beds for long-term secure care.
- Multiuse centers are opened in Vernal, Richfield, and Blanding to provide detention resources in rural areas. Each facility has four beds for detention and six beds for shelter care.
- 1984 An observation and assessment center opens in Provo.
- 1986 The Youth Parole Authority is created by statute (UCA 62A-7-109) to take responsibility for review of all parole requests and for oversight of youth on parole from secure care.
- 1987 The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City. This brings the state's total of long-term secure beds to 70, 20 beds below the 90 recommended in the 1980 Master Plan.
- The Division of Youth Corrections takes over operation of 9 of the state's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- 1989 Statutes passed by the Utah Legislature allow the Juvenile Court to order youth into detention for up to 30 days (UCA 78-3a-52) as a sentence or for up to 10 days for contempt of court (UCA 78-3a-39).
- 1990 The average daily population of the three secure facilities reaches the system's capacity of 70 youths.
- 1992 An additional 10, secure-care beds are added to Decker Lake Youth Center bringing the statewide capacity to 80 beds. The new beds are filled within a month and once again the system is at its capacity.
- 1993 Youth Corrections assumes responsibility for operation of Canyonlands Multiuse Youth Home in Blanding.
- 1994 Genesis Work Program, a community alternative program, is opened at the direction of Governor Michael Leavitt.
- Day/Night reporting centers and receiving centers are opened across the state to facilitate monitoring of youths and to provide alternatives to confinement in secure detention.
- 1995 The Washington County Youth Crisis Center, a new multiuse center, opens in St. George.
- The 60-bed Farmington Bay Youth Center opens in Davis County. The facility provides observation and assessment services, short-term detention, and long-term secure care in three separate wings. It is the first state owned secure facility to be operated and managed for the Division by a private agency.
- Appointment of Youth Parole Authority Members becomes an executive appointment by the Governor rather than by the Board of Youth Corrections.

HISTORY OF YOUTH CORRECTIONS

A task force is appointed by the Division Director to review and update the 1980 Master Plan.

Serious youth offender legislation is enacted to expedite transfer of violent and chronic juvenile offenders to the jurisdiction of the adult courts and correctional system.

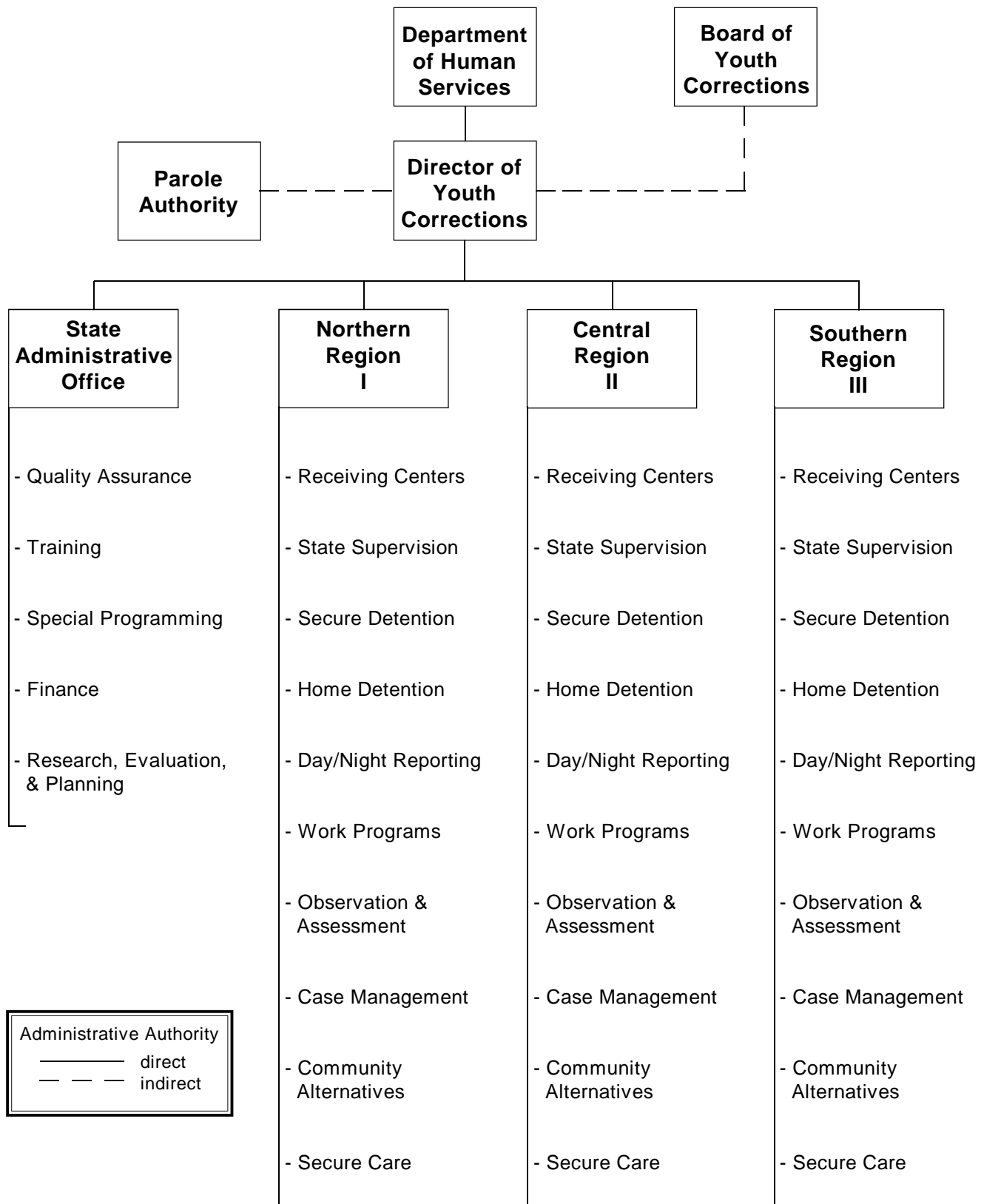
- 1996 The Juvenile Justice Task Force is appointed by the Utah State Legislature. The group has the mandate to examine all aspects of Utah's juvenile justice system.
- Findings of the 1995 Master Plan Task Force are presented to the Board of Youth Corrections. Primary recommendations are to change the Division's Mission Statement to reflect a greater concern for public safety and the principles of the Balanced Approach, and to reorganize the Division's structure of service delivery.
- A partnership is formed between Youth Corrections and the US Forest Service to establish the Strawberry Work Camp summer program for youth.
- 1997 The aging 56-bed Salt Lake Detention Center is replaced by the privately operated, 160-bed Salt Lake Valley Detention Center.
- Construction of the 70-bed Slate Canyon Youth Center in Provo is completed. The facility provides the Division with 38 detention beds and 32 secure-care beds and replaces the outdated and unsafe Provo Youth Detention Center.
- The old Salt Lake Detention Center is renovated and renamed the Wasatch Youth Center. The building provides secure care for up to 56 youth. Specialized programs exist in the different wings of the facility to meet the unique needs of sex offenders, girls, and youths preparing for transition back to the community.
- The Utah Sentencing Commission promulgates the use of a new set of sentencing guidelines for juvenile offenders. The guidelines aim to reduce delinquency through application of earlier and more intensive sanctions. The guidelines proposal calls for the creation of a new dispositional option for the Juvenile Court known as "State Supervision". The sanction combines a range of nonresidential interventions directed by Juvenile Court Probation. If needed, residential treatment will be provided by the Division of Youth Corrections and the Division of Child and Family Services.
- A 6-bed, specialized observation and assessment program for females is opened in Salt Lake City. Program elements address the unique needs of delinquent females.
- The privately operated Copper Hills Youth Center opens in Region II, providing the Division with an additional 24 beds for observation and assessment.
- 1998 A ground breaking ceremony is held for the 32-bed multiuse facility which will replace the current 6-bed holdover facility in Price. The facility will provide 16 detention beds and 16 nonsecure beds to be used for shelter care and other nonsecure programs.
- Contracts are awarded for the construction of an additional 72 secure beds at Mill Creek Youth Center and 32-bed multiuse facilities in Logan and Vernal. The Logan and Vernal facilities will include detention beds and nonsecure program space to replace smaller facilities currently operating in those areas.
- Archway Youth Services Center opens as the first Youth Services program operated directly by the Division.
- The old Provo detention center is converted to a day treatment program supporting community based programming and work programs for youth.
- 1999 Construction is begun on multiuse facilities in Logan and Vernal .
- Paramount Reflections Program opens in Region I to serve the unique needs of adolescent female offenders.
- The opening of the Division's Training Center in Salt Lake City ensures more efficient and cost effective training.

MISSION

The primary purpose of Youth Corrections is to provide a continuum of supervision and rehabilitation programs which meets the needs of the youthful offender in a manner consistent with public safety. These services and programs will individualize treatment and control the youthful offender for the benefit of the youth and the protection of society. Youth Corrections will be operated within the framework of the following twelve guiding principles to accomplish this mission:

1. Protect the community by providing the most appropriate setting for the youthful offender.
2. Provide secure, humane, and therapeutic confinement to a youth who has demonstrated that he/she presents a danger to the community.
3. Hold youth accountable for delinquent behavior in a manner consistent with public safety through a system of graduated sanctions, rehabilitative measures, and victim restoration programs.
4. Provide a continuum of diverse community based and secure correctional programs.
5. Promote a functional relationship between a youth and his/her family and/or assist the youth in developing the skills for alternative or independent living.
6. When it is in the best interest of the youth and community, provide placements in close proximity to the youth's family and community.
7. Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness.
8. Strengthen rehabilitative opportunities by expanding linkages to human service programs and community resources.
9. Provide assistance to the Juvenile Court in developing and implementing appropriate offender dispositions.
10. Provide for efficient and effective correctional programs within the framework of professional correctional standards, legislative intent, and available resources.
11. Promote continuing staff professionalism through the provision of educational and training opportunities.
12. Provide programs to increase public awareness and participation in Youth Corrections.

ORGANIZATIONAL STRUCTURE OF YOUTH CORRECTIONS



The Division of Youth Corrections includes an administrative office in Salt Lake City that provides for centralized budgeting, policy development, program planning, training, research, and monitoring of programs operated by or for the Division. The administrative office also coordinates interactions with other agencies in the juvenile justice system at Federal, state, and local levels. Services for delinquent youths are delivered through the Division's three regional branches: Region I - Northern, main office in Ogden; Region II - Central, main office in Salt Lake City; and Region III - Southern, main office in Springville.

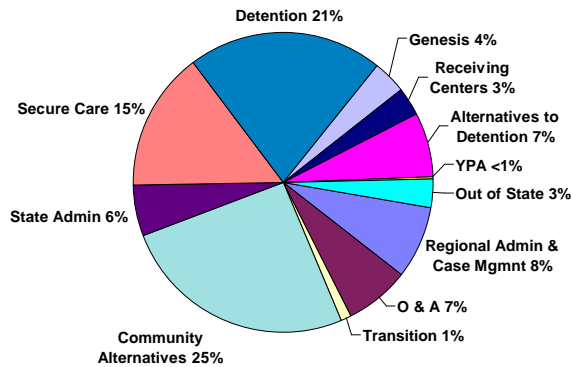
YOUTH CORRECTIONS' BUDGET

Operating budgets for fiscal years (FY) 1999 through 2001¹.

AREA OF OPERATION	REGION	FY 1999 (actual)	FY 2000 (authorized)	FY 2001 (requested)
STATE ADMINISTRATION		3,974,756	8,043,000	5,039,700
REGIONAL ADMINISTRATION & CASE MANAGEMENT	Region I	1,699,313	1,593,100	
	Region II	2,129,624	2,271,000	
	Region III	1,729,767	1,779,100	
	TOTALS	5,558,704	5,643,200	5,613,800
OBSERVATION & ASSESSMENT	Region I	2,173,937	2,258,400	
	Region II	2,188,688	2,096,200	
	Region III	760,315	713,900	
	TOTALS	5,122,941	5,068,500	5,079,000
COMMUNITY ALTERNATIVES	State Office	229,167	400,000	
	Region I	5,145,097	6,748,500	
	Region II	6,360,923	7,948,700	
	Region III	6,896,503	6,986,500	
	TOTALS	18,631,689	22,083,700	21,824,900
DETENTION PROGRAMS	Region I	3,255,518	4,621,400	
	Region II	5,679,635	5,723,700	
	Region III	6,323,291	6,394,250	
	TOTALS	15,258,444	16,739,350	19,162,100
SECURE CARE	Region I	2,788,084	2,774,500	
	Region II	5,457,003	5,373,000	
	Region III	2,455,544	2,213,650	
	TOTALS	10,700,630	10,361,150	13,977,000
TRANSITION	Region I	662,823	1,015,700	1,010,300
GENESIS		2,672,162	2,645,300	2,637,700
ALTERNATIVES TO DETENTION	Region I	1,631,510	2,326,700	
	Region II	2,622,378	2,191,100	
	Region III	762,627	545,600	
	TOTALS	5,016,514	5,063,400	4,373,200
RECEIVING CENTERS	Region I	1,430,576	1,915,000	
	Region II	432,000	402,200	
	Region III	268,655	219,200	
	TOTALS	2,131,231	2,536,400	2,488,500
OUT OF STATE PLACEMENTS		2,258,492	2,456,400	2,456,400
YOUTH PAROLE AUTHORITY		241,768	335,800	333,500
OVERALL TOTALS		72,230,157	81,991,900	83,996,100

¹ FY 2001 data includes approved base budget plus building blocks approved as of 11/22/99.

FY 1999 EXPENDITURES



Sources of funding from FY 1999 through FY 2001.

SOURCE	FY 1999 (actual)	FY 2000 (predicted)	FY 2001 (predicted)
GENERAL FUND	60,349,700	63,268,500	68,723,300
FEDERAL COLLECTIONS ¹	9,655,717	14,670,200	11,641,200
OTHER COLLECTIONS ²	3,292,554	3,553,200	3,231,600
GENERAL FUND RESTRICTED ³	300,000	500,000	400,000
TOTAL ⁴	73,597,971	81,991,900	83,996,100

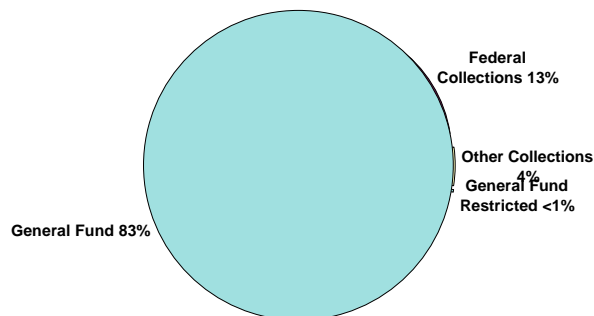
¹ Federal Funds include Title IV E Foster Care, School Lunch, net collections for Title XIX Targeted Case Management and Enhanced Medicaid, payments received from the US Immigration and Naturalization Service, and grants received through the Utah Commission on Criminal and Juvenile Justice. Federal Collections are anticipated to increase as a result of rate and process restructuring for Title XIX (Medicaid) billing.

² Transfers from Division of Child and Family Services and Office of Recovery Services.

³ Dedicated fund for restitution to victims.

⁴ FY 1999 total revenues does not match 1999 total expenditures because \$1,367,800 in non-lapsing funds were carried forward from FY 1999.

FY 1999 REVENUES

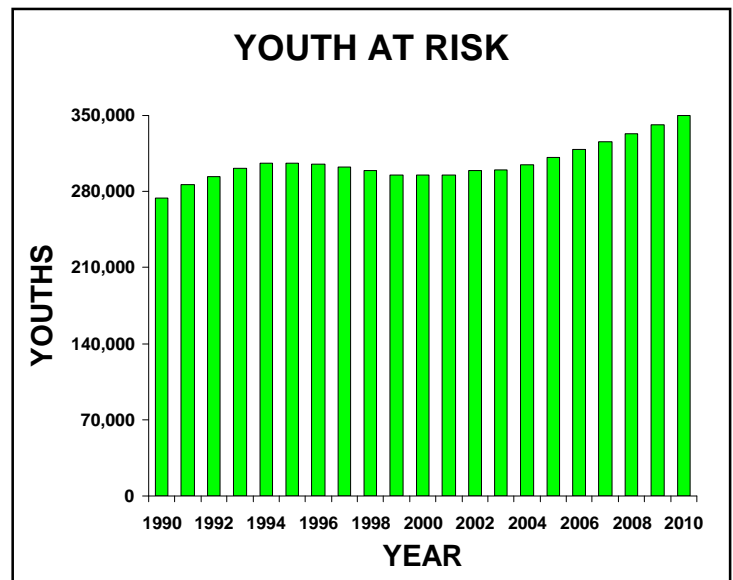


CHARACTERISTICS OF OVERALL POPULATION SERVED

All juveniles 10 to 17 years old living in Utah are the population "at risk" for delinquency and involvement in the juvenile justice system. During FY 1999, the population at risk numbered 294,737 youths, a slight decrease from FY 1998 (298,859). This is the fifth year of a decline. Beginning in the year 2000, the population is expected to enter a period of steady growth and reach 349,000 by 2010 (source: Utah State Office of Planning and Budget).

The majority of these youths (75%) live in four counties along the Wasatch Front (Weber, Davis, Salt Lake, and Utah). An additional 9% live in three of the state's fastest growing counties (Cache, Washington, and Iron).

WHAT TO EXPECT: Based on an analysis of individuals who turned 18 in 1998, over 40% of Utah's youths will have some type of contact with the juvenile justice system during their teenage years. About 3.5% of the youths at risk will be found by the Juvenile Court to be victims of dependency, neglect, or abuse. Over 33% of the youths at risk will be charged with an offense and referred to the Juvenile Court. In a substantial number of cases, involvement with the court will lead to in-home supervision by Juvenile Court Probation or transfer of custody from parents to the Division of Youth



Corrections or the Division of Child and Family Services. More specific predictions about offending and custody are presented below.

REFERRAL TO THE JUVENILE COURT^{1,2}

- * 1 in 3 will be charged with one or more felony- or misdemeanor-type offenses.
- * 1 in 3.5 will be found to have committed one or more felony- or misdemeanor-type offenses:
 - 1 in 60 will be found to have committed one or more felony-type offenses against another person.
 - 1 in 16 will be found to have committed one or more offenses against another person.
 - 1 in 5 will be found to have committed one or more offenses against property.
 - 1 in 6 will be found to have committed one or more offenses against the public order.
- * A relatively small fraction of youths found delinquent (26%) will be responsible for the majority of offenses (67%). That is, about 7.5% of all youths will account for two thirds of Utah's identified youth crime.

CUSTODY AND SUPERVISION

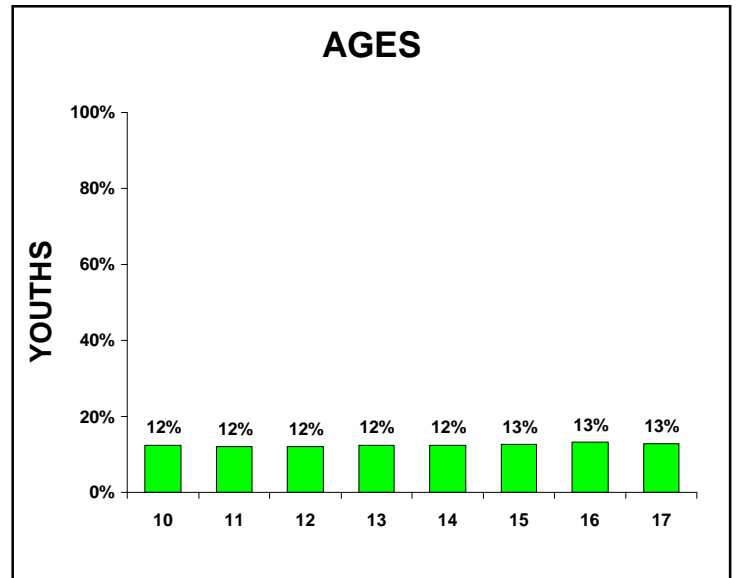
- * 1 in 13 will spend time in secure detention.
- * 1 in 23 will be placed on probation with the Juvenile Court.
- * 1 in 36 will be committed to the custody of the Division of Child and Family Services.
- * 1 in 59 will be committed to Youth Corrections custody:
 - 1 in 67 will be committed to community placement.
 - 1 in 110 will be committed to observation and assessment.
 - 1 in 268 will be committed to a secure facility.
- * Overall, 1 in 21 will be placed in state custody or on probation supervision status.

¹ Juvenile offenses typically are categorized both by their severity and their object. Felony-type offenses are the most serious followed by misdemeanor-type offenses and infractions. A final type of violation, juvenile status offenses, are offenses that would not be crimes if committed by an adult. Felony- and misdemeanor-type offenses are distinguished further by their apparent object: person offenses include assault, robbery, and extortion; property offenses include arson, forgery, and car theft; public order offenses include illegal drug use or distribution, gambling, and disorderly conduct.

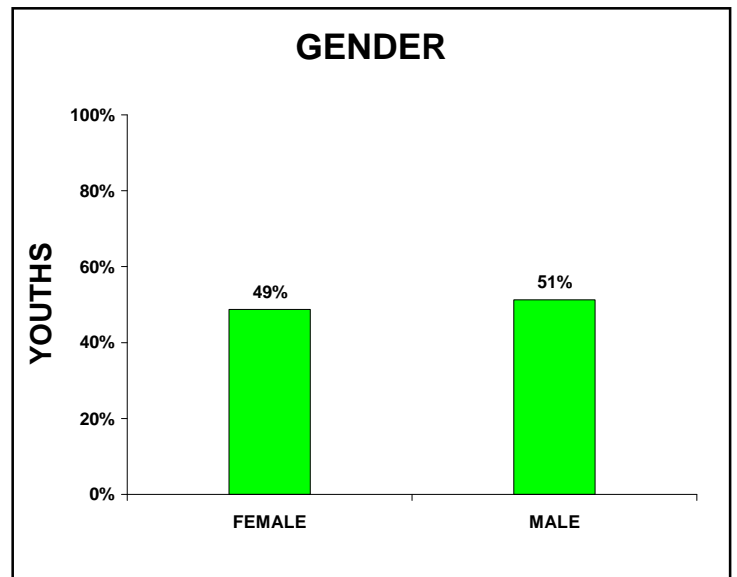
² Values over 10 are rounded to the nearest whole number.

OVERALL POPULATION SERVED

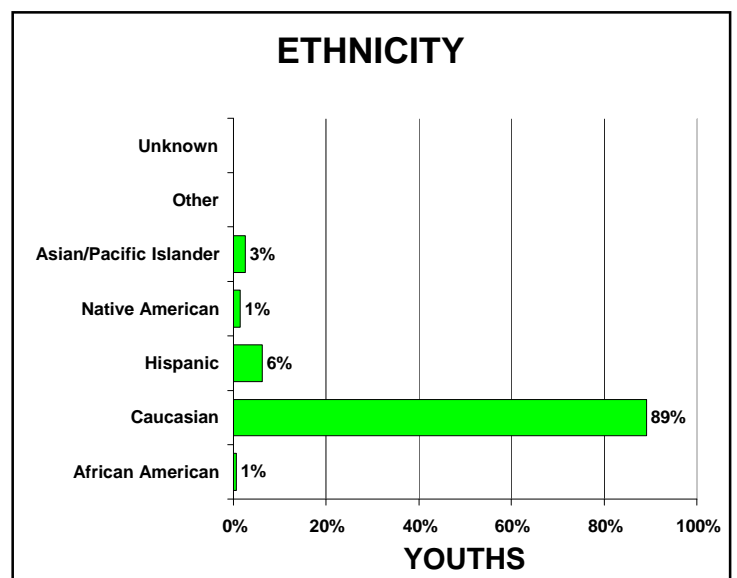
- * The population of youths at risk in FY 1999 included slightly higher percentages of 15, 16, and 17 year old youths. This is the age range for the majority of youths cared for by Youth Corrections. Consequently, there may be small reductions in the number of candidates for Division programs in the next several years even though the population at risk is expected to grow gradually beginning in 2000 (source: Utah State Office of Planning and Budget).



- * The percentages of boys and girls in the population are roughly the same (source: Utah State Office of Planning and Budget).
- * Boys are overrepresented in all levels of Youth Corrections' programming.



- * The great majority of youths at risk (89.1%) were Caucasian. Hispanics represented only 6.2% of the total; African Americans .7%; Native Americans 1.4%; Pacific Islanders (PCI) and Asians collectively represented 2.5 (Source: Utah State Office of Education).
- * Minority youths are overrepresented in all levels of the Division's programming.



JUVENILE JUSTICE CONTINUUM OF CARE

The care of Utah's delinquent youths is primarily provided by Juvenile Court Probation, the Division of Child and Family Services, and the Division of Youth Corrections. The Division of Child and Family Services (DCFS) has day care and residential services for dependent and neglected children. In addition, DCFS provides services to youths under the age of 12 who have been found to be delinquent and youths over the age of 12 who are less seriously delinquent. Probation provides day treatment programs and supervision to youthful offenders. This population largely includes youths who are still in the homes of their parents or are in the custody of DCFS. The Division of Youth Corrections provides care for the major-

ity of delinquent youths who require removal from home. The Division's programs range from community based programs to secure care. In addition, Youth Corrections administers Utah's locked detention programs and a variety of community based alternatives to detention. Collectively, the programs of the three agencies may be thought to form a continuum of care that allows the Juvenile Court to give graded responses to delinquent youths in proportion to the severity of their behavior and according to their needs for treatment. Legislation passed by the Utah State Legislature in the past several years is enhancing parts of the continuum and changing the manner in which programming is applied.

JUDICIAL SENTENCING AUTHORITY

The 1997 Utah State Legislature passed two bills that extend the sentencing authority of Juvenile Court Judges. The first (UCA 78-3a-118 (2f)), Juvenile Judges - Short Term Commitment of Youth) allows Juvenile Court Judges to order youths found to have committed felony-type or misdemeanor-type offenses to a stay of up to 30 days in a locked detention facility or in a detention alternative program. This modifies an earlier requirement that such detention or sentencing orders be made "to the Division of Youth Corrections". On receiving an order to Youth Corrections, Division staff previously had the prerogative of deciding where to place the sentenced youths. With the change, the Juvenile Court assumes responsibility

for placement of these youths.

A second bill passed by the 1997 Legislature (UCA 78-3a-901, Juvenile Court Powers) extends the sanctions available for youths found in contempt of court. Historically, sanctions affecting custody were only given at adjudication of new delinquent offenses. This excluded hearings where the only charge was contempt of court. The new legislation allows Juvenile Court Judges to sentence youths found in contempt to any sanction except secure care. This includes short-term sanctions such as orders to detention and longer-term sanctions such as community alternative placement.

SERIOUS YOUTH OFFENDER

Utah's Serious Youth Offender law, enacted by the 1995 Legislature, was designed to move some youths beyond the Juvenile Justice System. The law was intended to provide more severe sanctions for the most serious juvenile offenders and to remove them from costly juvenile programs that appeared to be having little impact.

To qualify as a serious youth offender, a youth must be at least 16 years of age or older at the time of an offense and meet one of three offense criteria: (1) the youth is charged with murder or aggravated murder, (2) the youth is charged with a felony-type offense after having been committed to a secure facility, or (3) the youth is charged with at least one of 10 serious felony offenses (aggravated arson, aggravated assault, aggravated kidnapping, aggravated burglary, aggravated robbery, aggravated sexual assault, discharge of a firearm from a vehicle, attempted aggravated murder, attempted murder, or a felony offense involving the use of a dangerous weapon after having previously been found to have committed a felony-type offense involving the use of a dangerous weapon).

Youths who are at least 16 and meet either of the first two offense criteria are tried directly in Adult/District Court. Juveniles who are charged with one of the 10 serious felony offenses are initially given a hearing in Juvenile Court. If the state meets its burden to establish probable cause to believe that the juvenile committed one of the specified crimes, the Juvenile Court binds the juvenile over to District Court. Trans-

fer can be avoided if the juvenile meets all three of the following criteria: (1) the minor has not previously been adjudicated delinquent for a felony offense involving the use of a dangerous weapon; (2) the offense was committed with one or more other persons and the youth appears to have a lesser degree of culpability than the codefendants; and (3) the minor's role in the offense was not committed in a violent, aggressive, or premeditated manner.

A research group in the Social Research Institute (SRI) at the University of Utah Graduate School of Social Work has been commissioned to study the ongoing impact of the Serious Youth Offender legislation. The group is completing an analysis of a large number of interviews of juvenile justice professionals and court records. Their report is expected to be released to the public early in the first quarter of the year 2000. Until then the most recent information available is data from the 12-month period between September 1, 1997 and August 31, 1998. During that time, 77 juveniles were identified as Serious Youth Offenders. Of these, 72 were male and 5 were female. The great majority (60) qualified by being charged with one of the 10, serious felony-type offenses. The remaining 17 were charged with a felony offense after a secure facility placement. The majority (53) of youths identified as Serious Youth Offenders were transferred to District Court. The remaining 24 were retained in Juvenile Court. Identification of the results of the transfers and identification of serious youth offenders since that time awaits the release of the SRI report.

JUVENILE SENTENCING GUIDELINES

Widespread concerns over rates of juvenile crime prompted the Utah Sentencing Commission to open a dialogue between agencies involved in the care of Utah's delinquent youths. The parties included the Juvenile Court, the Division of Youth Corrections, law enforcement, county prosecutors, defense attorneys, and Utah State Legislators. The guidelines proposal that resulted focused on the principles of: (1) early intervention, (2) consistent application of sanctions, and (3) intensive supervision. From these were expected to flow the benefits of greater community protection, more equitable application of sanctions, and greater predictability of resource needs for agencies that care for delinquent youths. Most importantly, it was believed that earlier, more intensive intervention would deter youths from delinquent behavior and keep them from penetrating further into the system.

The guidelines proposal was not simply a scheme for determining eligibility for particular sentencing sanctions. It made recommendations about the types of programming that should be available in the juvenile justice continuum of care. First, the plan suggested increases in the level of supervision provided to youths on probation. It recommended that probation case loads be reduced to between 10 and 15 youths in order to increase the frequency of contact youths have with their probation officers. Second, a new level of programming known as State Supervision was described. This intervention was intended to fill a gap in the continuum of care thought to exist between probation, administered by the Juvenile Court, and community alternative placement managed by the Division of Youth Corrections. The new sanction was designed to be operated through Juvenile Court Probation. Case management functions would be handled by probation officers. Most youths receiving the disposition would remain in their own homes but would be closely supervised by probation officers and would be involved in structured day-treatment programs. If needed, arrangements could be made for out-of-home placements through the Division of Youth Corrections or the Division of Child and Family Services. A third programmatic recommendation involved the use of Youth Corrections' Observation and Assessment programming. The guidelines proposal recommended that this program be viewed exclusively as a diagnostic tool and not as a punitive sanction or time-out for delinquent youths. In fact, the program was not included as one of the guidelines' sanctions. Instead, its use was encouraged whenever a diagnostic evaluation was needed for a delinquent youths over the age of 12.

The actual sentencing guidelines and procedures for using them are described thoroughly in the Sentencing Guidelines Manual 1997 produced by the Utah Sentencing Commission. Application of sanctions is based on three factors: (1) the severity of a juvenile's current offense(s), (2) the juvenile offender's delinquent history, and (3) any circumstances that would make the behavior seem more serious (aggravating factors) or less serious (mitigating factors). A statute passed

by the 1997 Utah State Legislature (UCA 78-3a-505 (2)) requires that the guidelines be considered by any agency making a dispositional report to the Juvenile Court. Any departures from the guidelines recommendations should be justified in terms of mitigating or aggravating factors. Juvenile Court Judges receiving a recommendation are not bound by the guidelines. Nevertheless, it was hoped that the standardized recommendations would promote consistency in judicial decision making. Juvenile Court Judges have agreed informally to identify aggravating or mitigating circumstances that merit departure from the guidelines.

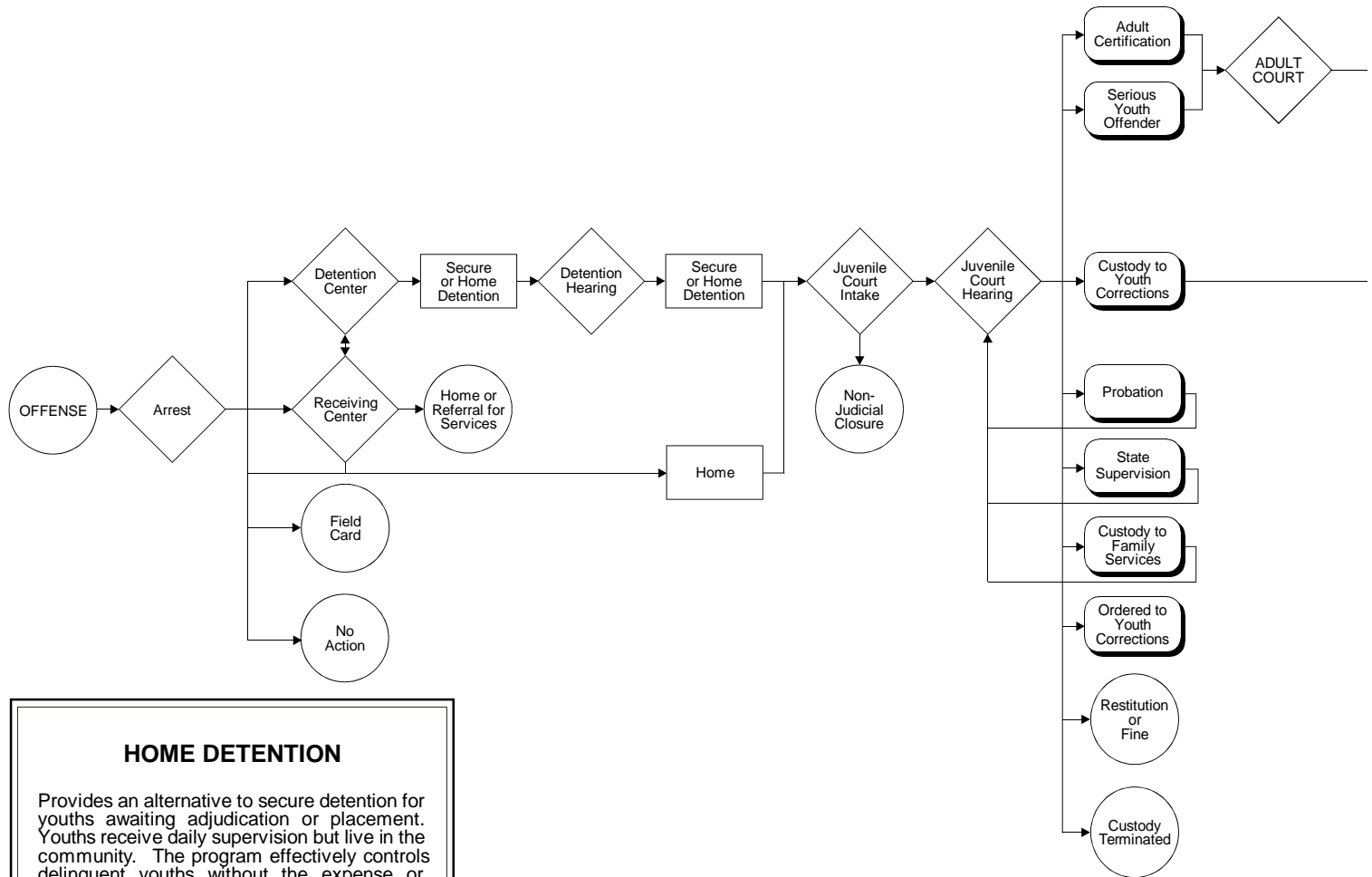
Policy makers involved in creating the guidelines believed that they should be "revisited, monitored, and evaluated on a regular basis". The Juvenile Sentencing Guidelines Study is designed to meet this objective by evaluating the impact the sentencing guidelines and accompanying funding have had on Utah's juvenile justice system. Funded by the National Institute of Justice, the study is being carried out by researchers from the Social Research Institute, at the University of Utah. The project is being conducted in several phases.

Currently, investigators are in the process of conducting three rounds of interviews with over 150 juvenile justice professionals. The first round of interviews will end in the middle of January, 2000. The information collected is expected to give a picture of how the guidelines have been accepted and used in everyday practice. Additionally, the interviews are intended to identify areas of the guidelines that are confusing or problematic to inform future policy decisions. Subsequent rounds of interviews, to be held between February and September, 2000, will investigate the evolution of the guidelines.

The effectiveness of the guidelines in enhancing early intervention is also being assessed. Intensive early intervention is believed to be an effective, low cost means of inhibiting future delinquent behavior. Researchers will focus on the types of programs developed by different judicial districts and correctional regions for state supervision. Program providers, probation officers, and Youth Corrections staff are being interviewed about the programs and interventions they provide to juvenile offenders while on probation or state supervision. Over 600 juvenile offenders also are being interviewed about their experiences with the interventions. In addition, recidivism rates for youths in state supervision will be compared with recidivism rates of youths on probation during 1996 and 1999.

Upon completion, the study will provide juvenile justice professionals with valuable information on the effect of sentencing guidelines and early intervention programs. Policy makers will gain knowledge of how the guidelines have been received, what problems have been encountered, and what areas could be improved. Further, the relationship of new intervention programs to recidivism will be better understood.

YOUTH CORRECTIONS' CLIENT FLOWCHART



HOME DETENTION

Provides an alternative to secure detention for youths awaiting adjudication or placement. Youths receive daily supervision but live in the community. The program effectively controls delinquent youths without the expense or adverse impacts associated with secure care.

Number of Programs.....7
 Cost per Youth.....\$19.11/day
 Total Admissions.....1,271
 Different Youths Served.....1,146

A youth who is arrested and charged with an offense is referred to a Juvenile Court intake worker. Depending on the seriousness of the offense and other factors, such as the likelihood of danger to the community, the child may be held in a detention or multiuse center operated by Youth Corrections. Receiving Centers have been developed to help make the decision about the immediate services a youth needs prior to court processing. There is a range of dispositional alternatives for charges found true. These include (1) levying fines, (2) ordering payment of restitution to victims, (3) placing the offender on probation under the continuing jurisdiction of the

SECURE DETENTION

Provides temporary secure confinement for youths awaiting adjudication or placement and youths ordered to detention as a sentence or for contempt of court.

Number of Programs.....6*
 Total Capacity.....272*
 Cost per Youth.....\$126.86/night*
 Total Admissions.....11,198*
 Different Youths Served.....5,157*

* Does not include Multiuse Detention.
 @ Based on average nightly bed count.

MULTIUSE FACILITIES

Combines a short-term detention with a shelter home. Full- & part-time staff provide 24-hour-a-day supervision & programming.

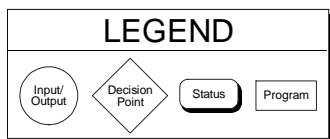
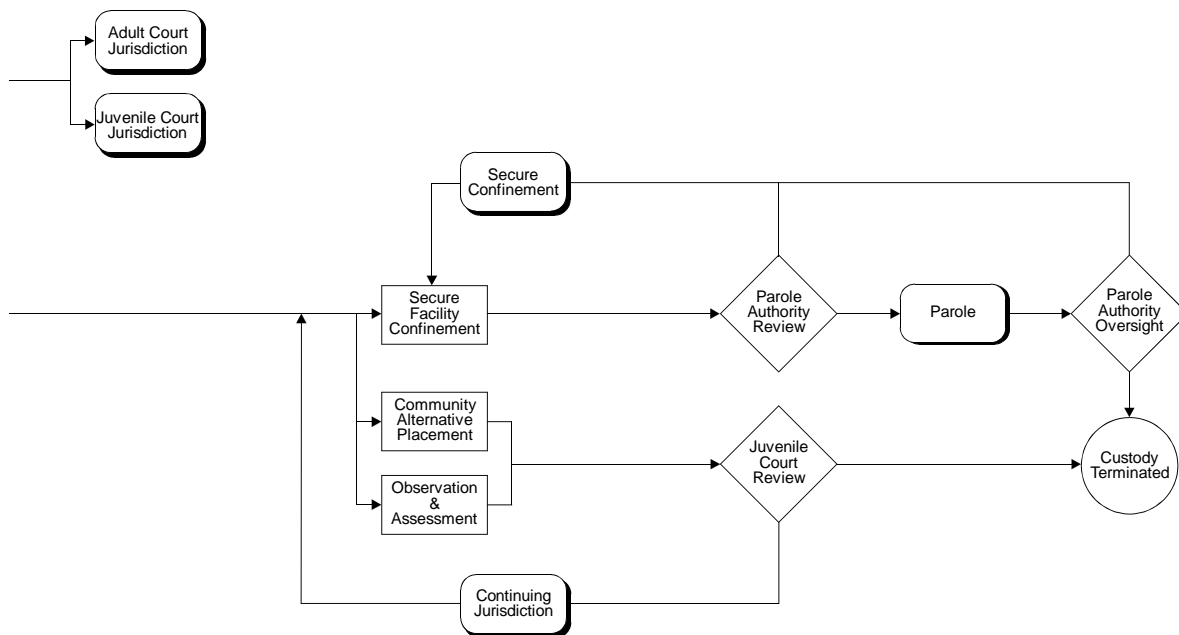
Number of Programs.....5
 Cost per Bed.....\$155.48/day

	Detention	Shelter
Total Capacity	30	32
Total Admissions	2,371	699
Youths Served	1,267	490

GENESIS

Residential program that emphasizes individual accountability through vigorous physical work and restitution to victims. Work programs accomplish projects significant to the community.

Total Capacity.....72
 Cost per Bed.....\$101.68/day
 Total Admissions.....320
 Different Youths Served.....350



Juvenile Court, and (4) placing the youth in the custody of Youth Corrections. Traditionally, granting custody to the Division has been reserved for the most serious or chronic offenders. Several of the Division's treatment options are described below. Community alternatives are the least restrictive of these; secure facilities the most restrictive. Programs at all levels follow a Balanced Approach model with equal emphasis on needs for public safety, accountability, and competency development. Procedures also exist for transferring serious juvenile offenders to the jurisdiction of Adult/District Court. Youths found guilty in the adult system serve adult sanctions.

SECURE FACILITIES

Provide long-term secure confinement, education, & treatment of seriously delinquent youths. Treatment is designed to confront delinquent norms, criminal thinking, & anti-social behavior.

Number of Programs.....	6
Total Capacity.....	214
Cost per Youth.....	\$146.58/day
YouthsAdmitted.....	264*
Different YouthsServed	418*

* Includes revocations & commitments.

CASE MANAGEMENT

Provides youths in Youth Corrections' custody with continual monitoring, supervision, & implementation of treatment plans. Directs services to youths & acts as liaison between youths, the Juvenile Court, Youth Corrections' programs, parents, & the community.

Case Managers.....	60
Cost per Youth.....	\$12.14/day*
AverageDailyPopulation.....	1,254
Different Youths Served	2,237

* Based on total RegionalAdministration & Case Management budgets.

COMMUNITY ALTERNATIVES

Community residential & nonresidential programs which include group & proctor homes, education, psychotherapy, tracking, & vocational training. These programs serve youths at the front end of the system and youths on parole after secure care.

Number of Providers.....	79*
Range of Costs:	
tracking/therapy.....	\$13-\$90
residential treatment.....	\$57-\$232
YouthsAdmitted.....	1,533
Different Youths Served.....	1,813

* Providers on the active contract list.

OBSERVATION & ASSESSMENT

Residential programs which provide assessment & treatment planning, intensive daily programming, & supervised trial placements.

Number of Programs.....	7
Total Capacity.....	116
Cost per Youth.....	\$147.10/day
YouthsAdmitted.....	542
Different YouthsServed.....	630

DETENTION

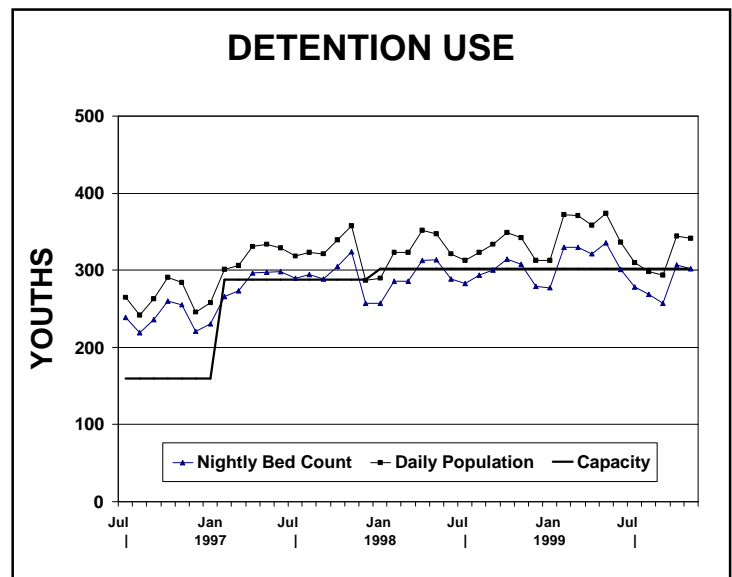
Detention often is a youth's first point of contact with Utah's juvenile justice system. Youths typically enter detention (1) pending Juvenile Court adjudication, (2) waiting transfer to another jurisdiction or agency, or (3) on a short-term commitment to detention ordered by the Juvenile Court. Detention programs function within a rehabilitative framework to provide secure custody, adequate physical structure, emotional care, educational opportunities, and activities aimed at helping youths learn socially acceptable ways of gaining satisfaction and self-esteem.

Though the use of secure detention continued to rise, during FY 1999, the pace of growth slowed, as suggested by the figure at right. The average nightly bed count for the period was 306 (see table below), an increase of about 5% over the number in FY 1998. Growth resulted from rises in both the number of admissions (12,770 in FY 1998, 13,568 in FY 1999) and a slight lengthening of the average length of stay (8.1 days per admission in FY 1998, 8.4 days in FY 1999).

Growth in detention use has caused serious overcrowding in a number of the Division's detention centers. Nearly all were over capacity more nights in FY 1999 than in FY 1998. As may be seen in the table below, most centers exceeded capacity on a majority of nights during FY 1999. Smaller, rural facilities were most affected. The extreme was the Central Utah Youth Home which was over capacity on over 95% of all nights. The major exception to the trend was the Salt Lake Valley Detention Center which was rarely overcrowded. Construction of new detention facilities will increase detention beds in Logan, Vernal, and Price. The facilities, which are scheduled to open during the spring of FY 2000, should relieve overcrowding in existing facilities in those communities.



Local law enforcement and Farmington Bay staff.

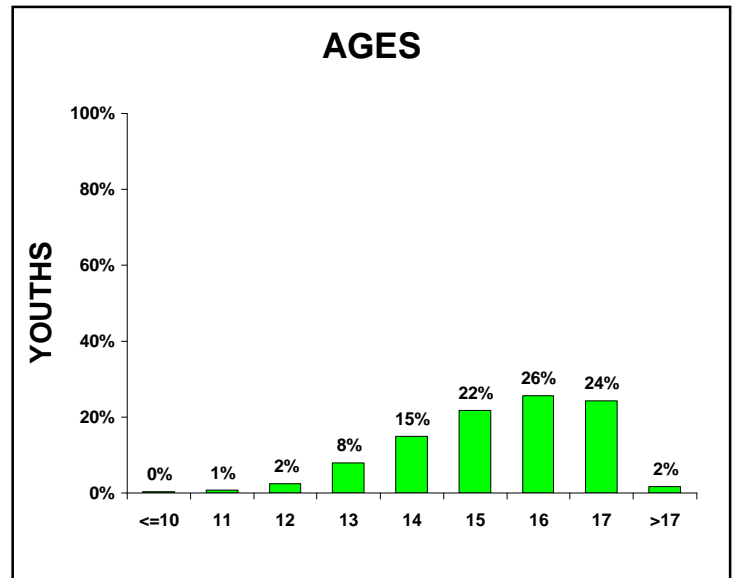


Use of secure detention programs during FY 1999.

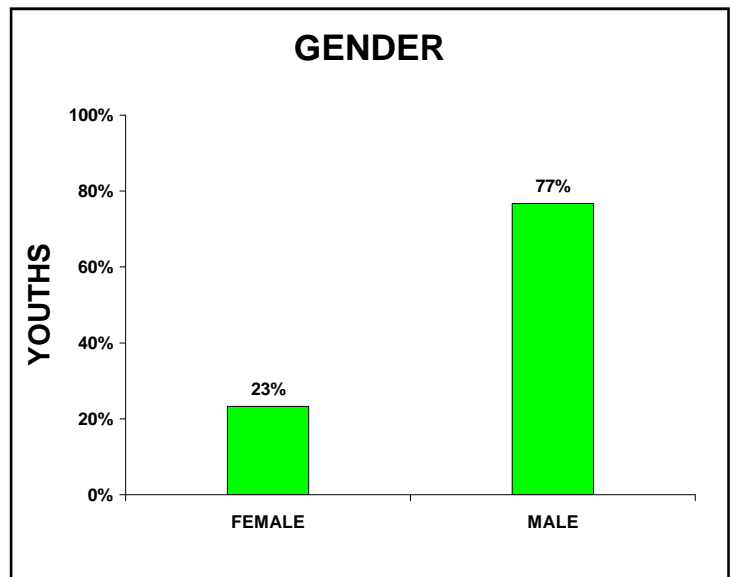
DETENTION CENTER	TYPE	CAPACITY	DIFFERENT YOUTHS SERVED	ADMISSIONS ¹	AVERAGE NIGHTLY BED COUNT	% OF NIGHTS OVER CAPACITY
Farmington Bay Youth Center	Full Service	24	704	1,206	23.8	44.4%
Cache Attention/Detention Center	Multiuse	8	350	566	10.9	71.8%
Weber Valley Detention Center	Full Service	34	823	1,701	33.1	44.7%
Salt Lake Valley Detention	Full Service	160	2,597	5,669	135.5	1.6%
Canyonlands Youth Home	Multiuse	4	164	305	6.8	74.8%
Southwest Utah Youth Center	Full Service	10	222	435	10.7	52.9%
Washington Co. Youth Crisis Center	Multiuse	10	319	638	15.1	87.1%
Castle Country Youth Center	Holdover	6	269	554	9.1	76.7%
Central Utah Youth Home	Multiuse	4	257	509	8.6	95.1%
Slate Canyon Youth Center	Full Service	38	904	1,632	43.9	73.7%
Uintah Basin Youth Center	Multiuse	4	194	353	8.2	90.4%
TOTAL		302	6,259	13,568	305.8	

¹ Changes in a youth's status during a single episode in detention are counted as separate admissions. For example, a youth placed in detention for a delinquent offense who attends court and is then ordered to a 10-day commitment to detention would accumulate two admissions based on a change of status while in detention.

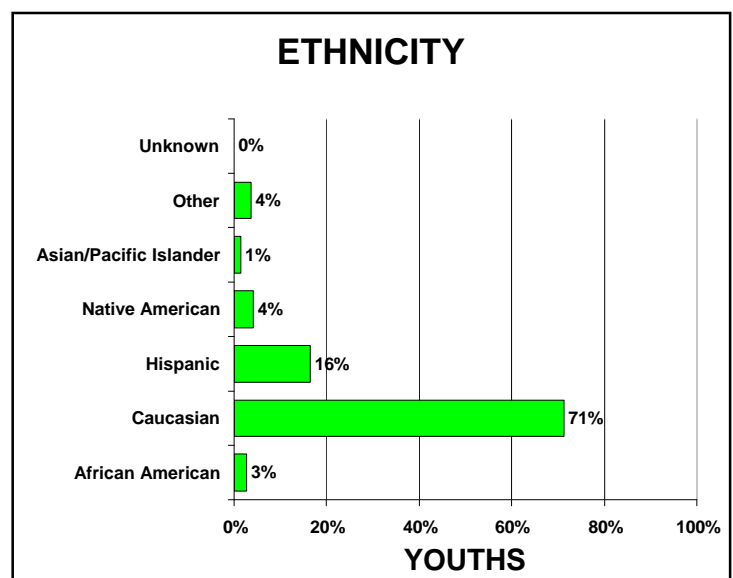
- * Youths admitted to detention during FY 1999 ranged in age from less than 10 to over 20 years old and averaged 15.8 years. Of all youths admitted, 87% were between 14 and 17 years old. The distribution of ages is approximately the same as that in FY 1998.



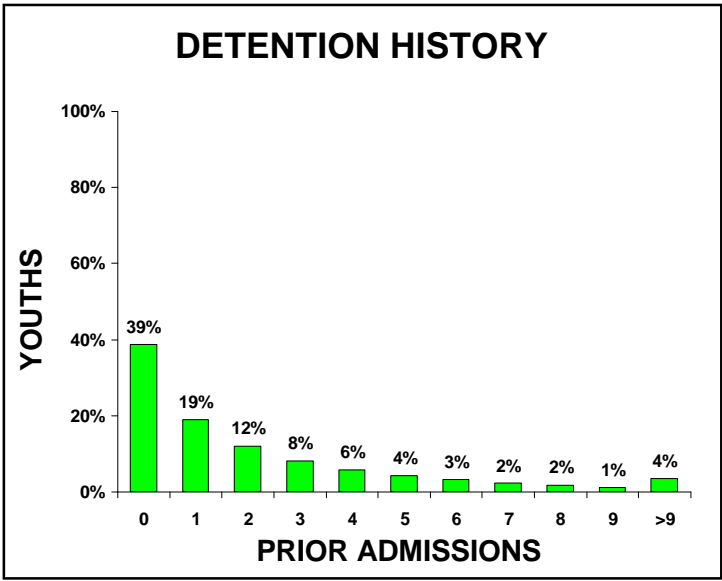
- * Girls represented about 23% of all youths admitted to detention during FY 1999 or nearly one in every four admissions. This is similar to the ratios of the past 7 years.



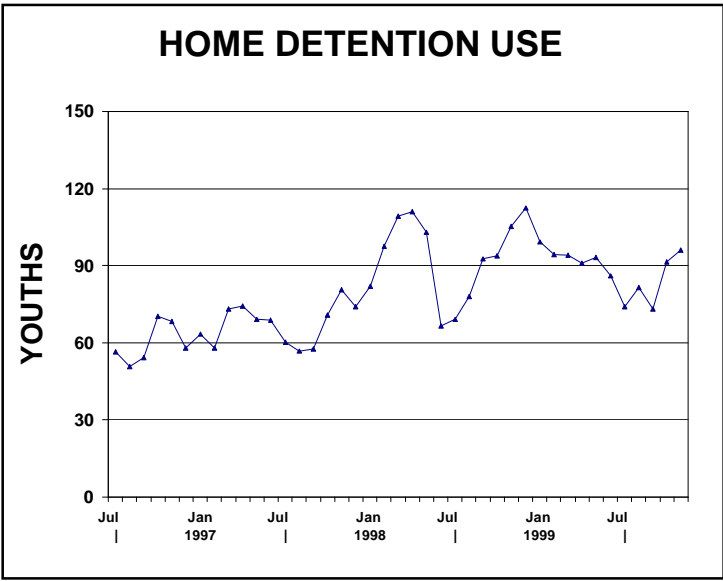
- * Continuing a trend of many years, minorities were disproportionately overrepresented in secure detention, accounting for over 29% of all detention admissions. African American youths were represented nearly 4 times more frequently than would be expected from their proportion in the population at risk; Hispanics were represented over 2.5 times more frequently.



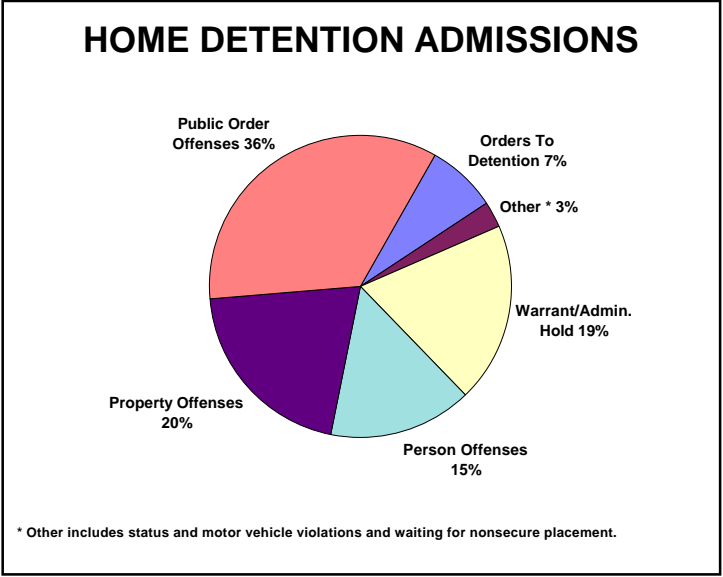
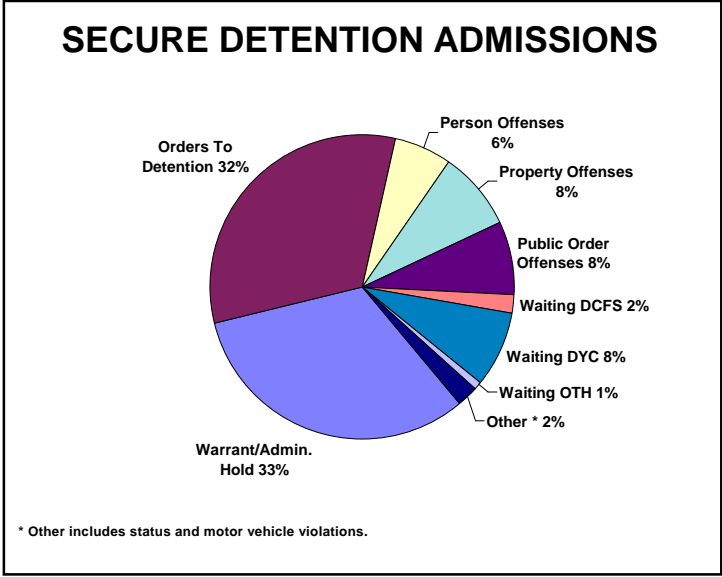
DETENTION



- * Youths admitted to secure detention during FY 1999 had an average of 2.2 prior admissions to secure detention.
- * About 58% of youths admitted had either one or no prior detention placements. That is, they were being admitted for the first or the second time.
- * About 4% of youths admitted during the year had 10 or more prior placements in secure detention.



- Home detention is an alternative to secure detention using short-term control and supervision of youths in their homes.
- * Overall, home detention programs at 7 detention centers had 1,271 admissions and provided over 33,733 days of care to 1,146 different youths.
 - * Average daily population of youths in FY 1999 was 92.4, an increase of about 12% over the number in FY 1998.

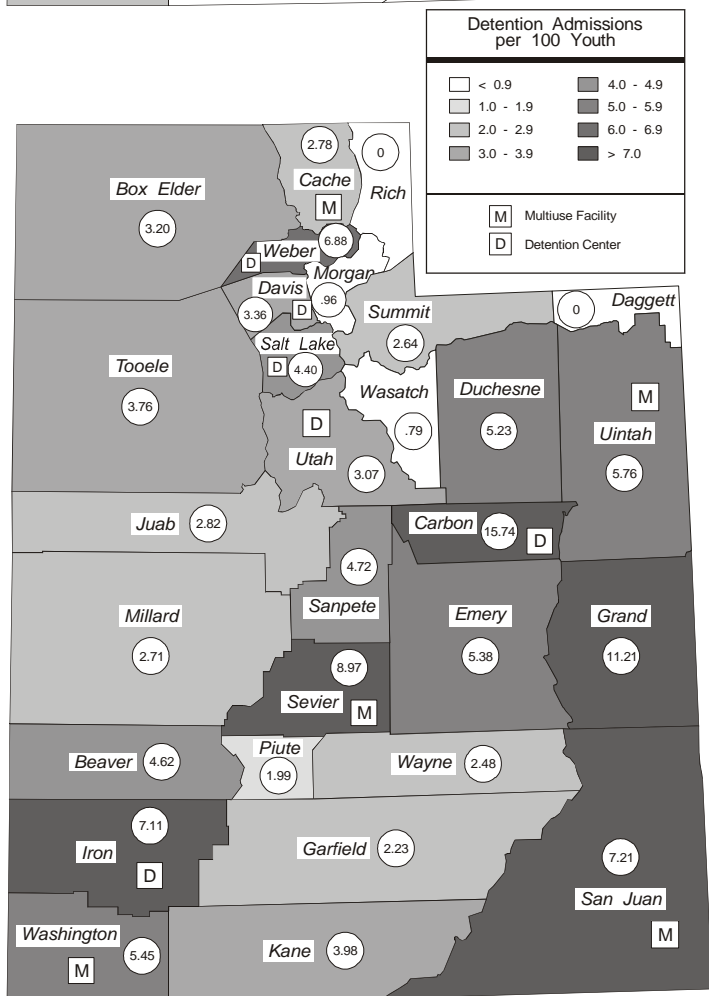
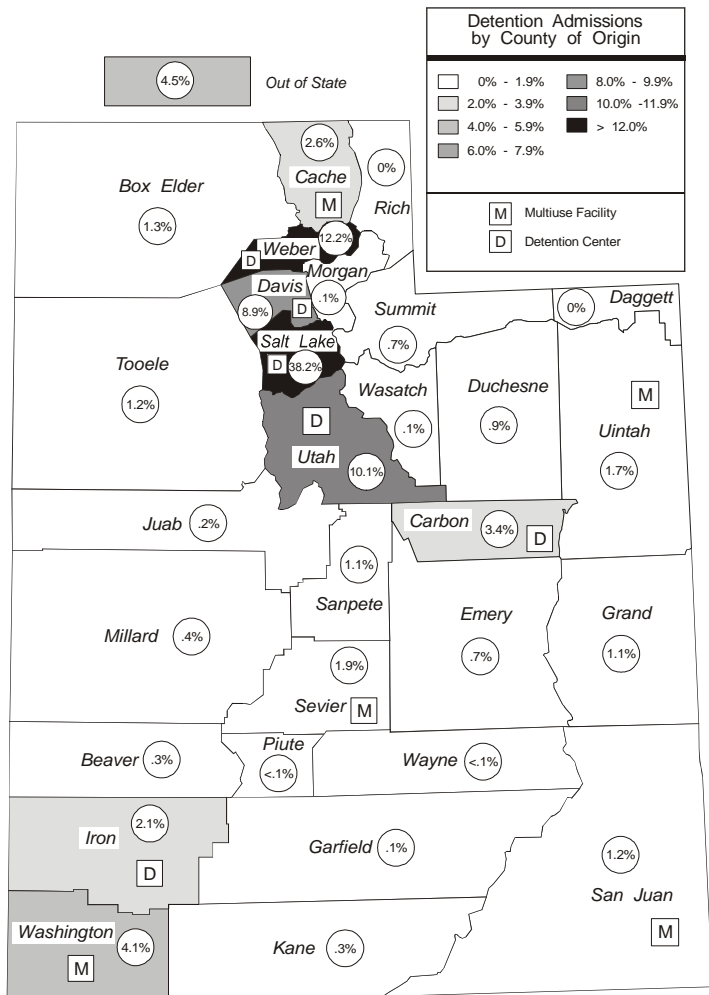


- The charts above summarize the primary reasons youths were placed in secure and home detention during FY 1999.
- * Approximately 22% of youths admitted to secure detention and 71% placed in home detention were admitted for delinquent offenses; including: (1) offenses against other people, (2) theft or damage to property, and (3) violations of public order.
 - * A substantial proportion of admissions to secure detention, over 65%, were for orders to detention, warrants, or based on administrative holds.
 - * Over 11% of admissions to secure detention were for youths waiting for a Youth Corrections' placement (Waiting NYC), a Division of Child and Family Services' placement (Waiting DCFS), or some other agency's placement (Waiting OTH).

STATEWIDE DISTRIBUTION OF ADMISSIONS

Statewide, there were 13,568 admissions to Utah's secure detention programs during FY 1999. The numbers and shading in the map at left represent the percentages of these admissions involving youths from each of Utah's 29 counties. For example, 3.4% of all detention admissions involved youths from Carbon County.

- * At one extreme, Salt Lake County, the state's most populous county, had the biggest single total, accounting for 38.2% of all detention admissions.
- * At the other extreme, no youths were admitted to detention from Rich or Daggett Counties.
- * Collectively, Salt Lake, Davis, Weber, and Utah Counties accounted for nearly 70% of all detention admissions. These counties are home to over 75% of the state's 10 to 17 year old youths.
- * Overall, Region II accounted for 40% of all detention admissions, Region I 25%, and Region III 30%.
- * About 4.5% of all detention admissions involved youths from out of state.



RATES OF ADMISSIONS IN UTAH COUNTIES

The map at left represents the rates of admission to secure detention programs for each of Utah's 29 counties. The numbers and shading indicate the numbers of admissions for each 100 youths age 10 to 17. For example, there were 5.76 admissions to detention for every 100 youths at risk in Uintah County.

- * Statewide, there were 4.39 admissions to secure detention for every 100 youths at risk. This is an increase of about 3% over the rate in FY 1998.
- * Rates of detention admission were highest in Carbon (15.74), Grand (11.21), and Sevier (8.97) counties.
- * Salt Lake County, the state's most populous county, had an admission rate of 4.40 per 100 youths at risk, about the same as the statewide rate.
- * Overall, Region III had the highest rate of admission with 4.62 admissions per 100 youths at risk; Region II was second with 4.33; and Region I was lowest with 4.26.

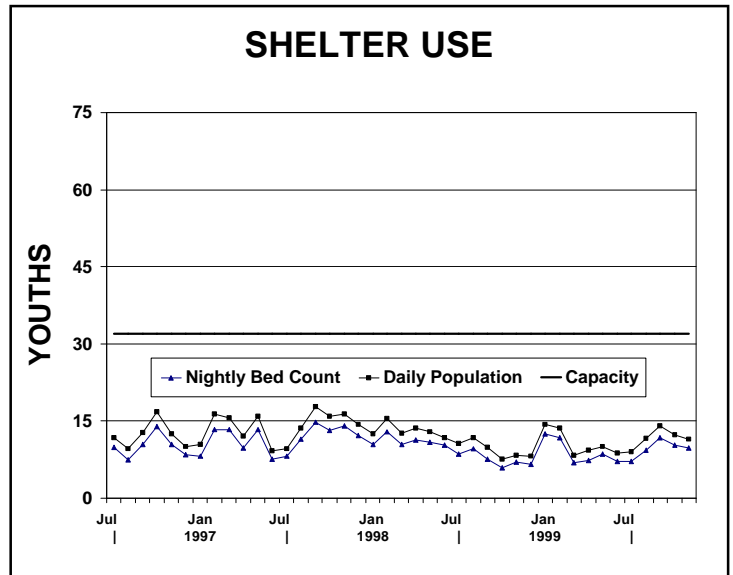
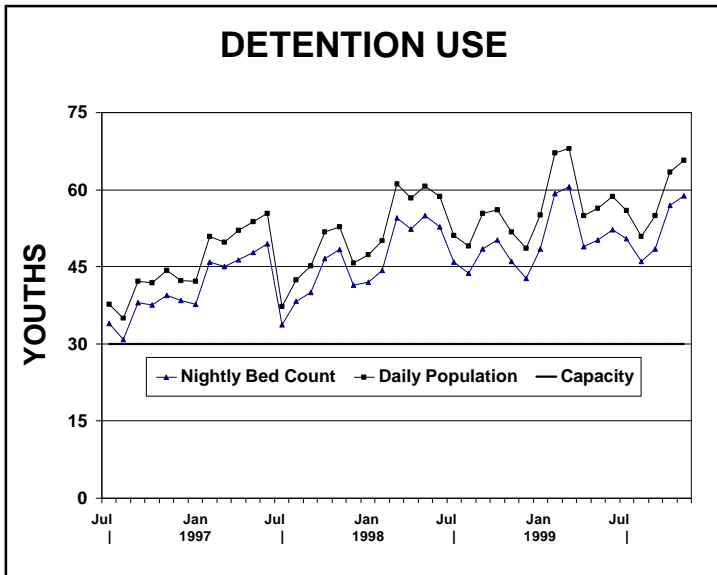
MULTIUSE FACILITIES

Multiuse facilities were designed to combine full-service, locked detention beds with unlocked shelter beds to meet the unique needs of Utah's rural areas. During FY 1999, the Division of Youth Corrections operated five multiuse facilities: Uintah Basin Youth Center, Central Utah Youth Home, Canyonlands Youth Home, Cache Attention/Detention Center, and the Washington County Youth Crisis Center.

Multiuse detention beds were used heavily during FY 1999. As indicated in the table below, all five programs experienced overcrowding on some nights. The extreme was the Central Utah Youth Home which was over capacity on 95% of all nights. Use of shelter beds was more modest. The five programs collectively averaged about 26% of capacity. However, the shelter wing of the Central Utah Youth Home did experience overcrowding on some nights during FY 1999.



The new multiuse center under construction in Logan.



Use of multiuse secure detention and shelter during FY 1999.

MULTIUSE FACILITY	CAPACITY	DIFFERENT YOUTHS SERVED	ADMISSIONS	AVERAGE NIGHTLY BED COUNT	% OF NIGHTS OVER CAPACITY
SHELTER					
Cache Attention/Detention Center (Logan)	6	179	245	1.7	0%
Canyonlands Youth Home (Blanding)	6	42	50	.5	0%
Washington Co. Youth Crisis Center (St. George)	8	79	118	2.2	0%
Central Utah Youth Home (Richfield)	6	125	184	3.1	1.0%
Uintah Basin Youth Center (Vernal)	6	71	102	.8	0%
TOTAL	32	490	699	8.3	
DETENTION					
Cache Attention/Detention Center (Logan)	8	350	566	10.9	71.8%
Canyonlands Youth Home (Blanding)	4	164	305	6.8	74.8%
Washington Co. Youth Crisis Center (St. George)	10	319	638	15.1	87.1%
Central Utah Youth Home (Richfield)	4	257	509	8.6	95.1%
Uintah Basin Youth Center (Vernal)	4	194	353	8.2	90.4%
TOTAL	30	1,265	2,371	49.6	

WORK CAMPS AND PROGRAMS

Work camps and work programs have become integral parts of the services offered by Youth Corrections. The Division operates one program that is exclusively a work program (Genesis) and is integrating work projects into more traditional programming. Programs cooperate with state, national, and local agencies to generate work projects significant to the community. Their single most important function may be to enforce accountability for delinquent behavior. The wages or service hours that youths earn are used to repay victims of crime, repair harm done to the community, and meet court-ordered fines and community service. The programs also provide youths with rehabilitative opportunities by giving them the chance to learn constructive ways to gain personal satisfaction. Youths learn practical skills and have the opportunity to feel the pride that comes with completing a job. Many of the programs also involve parents to strengthen family support networks.

GENESIS

Genesis is a community based, residential work program operated by the Division. Governor Leavitt initiated the program in a Special Session of the legislature in 1993. Subsequently, Genesis opened in April, 1994. The facility's 72 beds provide an alternative to secure confinement. Though located in the Division's Region II, the program is available to all of Utah's youths. Staff provide services to youths under probation supervision through the Juvenile Court, youths placed with Youth Corrections for community alternatives placement, and youths in Youth Corrections' custody on parole after secure care. Genesis programming is guided by the principles of community protection, competency development, and accountability. Residents are required to attend school (Jordan School District) and work while in the program. In FY 1999, the facility's work crews performed 63,200 hours of work. At minimum wage, this represents a return of \$331,797 in services to the community.

Residents are trained in the use of power and hand tools, lawn care, sprinkler systems, and landscaping techniques. The program's regular projects include: (1) providing lawn care and snow shoveling for Salt Lake County Parks and Recreation (Equestrian Park and Dimple Dell Park), Utah State Developmental Center, Veteran's Memorial Cemetery, Jordan River Project, Tracy Aviary, Utah National Guard, This Is The Place State Park, and Red Butte Gardens; (2) developing and maintaining hiking trails and recreation areas for the National Forest Service; (3) performing community service projects supporting the senior citizens Life Care program and the Utah Food Bank; and (4) preparing meals and cleaning at the Genesis kitchen. Genesis crews have also performed services for the Utah Historical Society, Thanksgiving Point, Utah Valley State College, the Great Salt Lake Marina, and the Hispanic, Greek, and Scottish Festivals.

Genesis staff have developed a vocational program for the residents. Qualified residents work alongside staff and are



Youths on a work site at the University of Utah.

trained in electrical work, woodworking, plumbing, and small engine repairs. Jordan School District provides a vocational instructor to further assist the learning process. Genesis staff hope to expand the program by coordinating with local businesses for a job placement program. Genesis staff and youths also have built a greenhouse that is used to grow plants donated to the Life Care Program. Residents take the plants to senior citizens and assist these people in beautifying their homes. Finally, all residents are now provided the opportunity to earn Food Handlers Permits and First Aid/CPR certificates. These new programs hold youths accountable for delinquent behaviors and improve their chances of becoming productive citizens.

STRAWBERRY WORK CAMP

A partnership was formed between Youth Corrections and the US Forest Service in 1996 to establish the Strawberry Work Camp summer program for youth. In FY 1999, 19 girls ranging in age from 14 to 17 participated. All had been referred by the Juvenile Court. A primary reason for sending them to the remote camp was to remove the girls from influences in their home communities and provide them with new experiences.

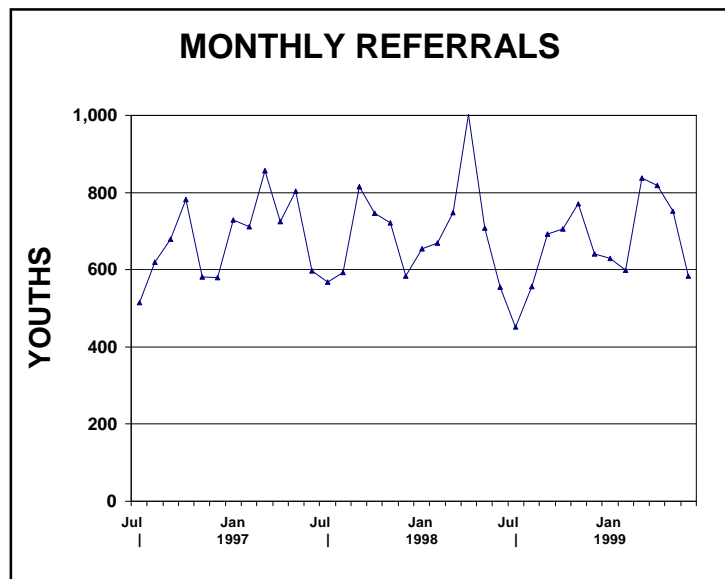
A second objective of the camp was to help the residents pay off court-ordered community service and restitution. Work projects included fence removal, fence rebuilding, trail construction, and campground improvements. Overall, the girls completed 3,277 hours of work. At minimum wage, this represents a return of \$17,200 in services to the community.

The summer project has been the Division's first experience in running a female, residential work program. The effort was viewed as a great success by all participants. Youth Corrections' staff, Forest Service staff, and parents were very pleased with the results. Residents felt that it had been a meaningful experience. Building on this success, program administrators plan to reopen the work camp during 2000.

RECEIVING AND REPORTING CENTERS

RECEIVING CENTERS

Youths typically enter Utah's juvenile justice system when arrested and charged with an offense. The arrest usually is made by a local police officer, county deputy sheriff, or a member of the Highway Patrol. Historically, these peace officers have faced a major dilemma when apprehending a youth. If the youth is accused of a serious offense which falls within the Guidelines for Admission to secure detention, the youth may be taken to a secure detention facilities. However, when guidelines are not met, officers often struggle to find a responsible adult to take custody of the youth or to find a suitable placement. The officers may not have the means or the time to contact the youth's parents and may have difficulty finding appropriate services for a youth requiring immediate care. All too often this results in intense frustration, wasted time, and missed opportunities for everyone concerned. The youth in question misses a chance to receive help and is exposed to an inefficient system. The arresting official must devote inordinate amounts of time away from other duties critical to public safety.



To minimize such difficulties, receiving centers have been and are being developed across the state. The centers are built on a unique partnership between the Division of Youth Corrections, the Division of Child and Family Services, law enforcement, the Juvenile Court, and local community resources. A youth can be taken to the centers any time of the day or night. Center staff immediately attempt to contact the youth's parents or guardians. They evaluate the youth's immediate needs for security and treatment and make referrals for services. A number of types of referral are available including: crisis intervention, Youth Service centers or detention programs, Protective Services, mental health agencies, law enforcement agencies, and school counselors.

During FY 1999, 11 receiving centers were active across the state. Overall, they served more than 8,033 youths. About

60% were males and 40% were females. Reasons for referral ranged from truancy to serious delinquent offenses. Length of stay varied, but typically was under 2 hours. In most cases, youths were released to their parents or guardians. However, substantial numbers also were released to shelter or Youth Services Centers and secure detention centers. Based on findings of need, referrals were made to other agencies including: the Juvenile Court, Division of Child and Family Services, and mental health agencies.

Receiving Centers are meeting all expectations. Youths are handled efficiently and effectively. The following quote from a Utah County peace officer illustrates that centers have been well received by law enforcement: "It has been a lot of frustration over the years, that once officers have dealt with juveniles in any given situation, they can find no place to take them. The program you have in place not only gives the officer a place to take a juvenile, but also allows the juvenile to be placed into the system immediately."

DAY/NIGHT REPORTING CENTERS

The Day/Night Reporting Center in Sunset and the Detention Alternatives for Responsible Teens (DART) program in Salt Lake City are two of the first of a new class of day-treatment programs offered to help relieve crowded detention centers, hold offenders accountable, and enhance public safety. Youths participating at the Sunset Center are assessed to determine their risk to the community prior to release from a secure detention facility. Appropriate youths are released back home with a variety of services. Programming strategies focus on (1) intensive daily supervision to protect the community, (2) skill building and interventions to create conditions for change, and (3) task assignments and work projects to enforce accountability by increasing awareness and repay victims and the community.

Overall, during FY 1999, staff at the Sunset Center supervised 563 different youths on 599 different occasions. These youths would otherwise have spent up to 30 days each in secure detention. Youths and center staff had over 23,000 face-to-face contacts in the community and over 133,000 phone contacts, ensuring an intensive level of supervision. The youths received a minimum of one group and one individual counseling session per week. Further, each youth and his or her family received at least one joint counseling session per week. In addition, the youths worked a total of 15,256 hours in the program's work projects. At minimum wage, this represents a return of over \$78,000 that was applied against the youths' court-ordered community service and victim restitution. The combination of work, supervision, and counseling has proven to be highly successful in keeping youths out of further trouble. Based on a study conducted in FY 1998, only about 10% of the youths reoffend while in the program.

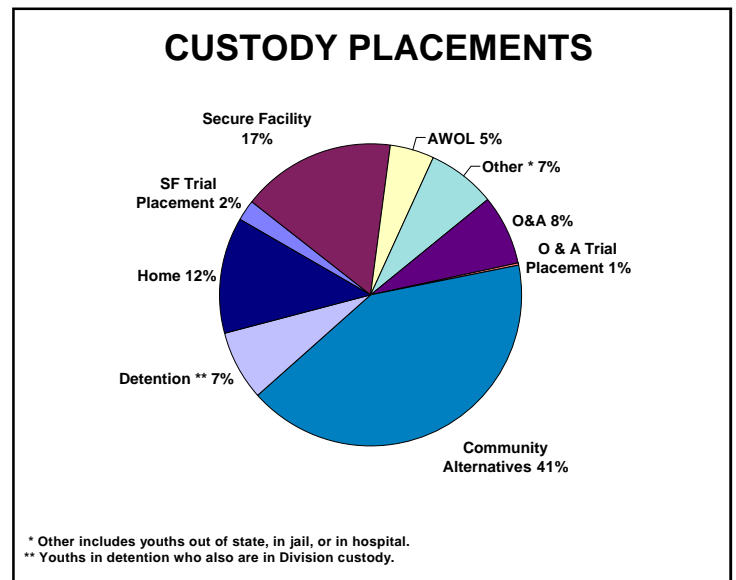
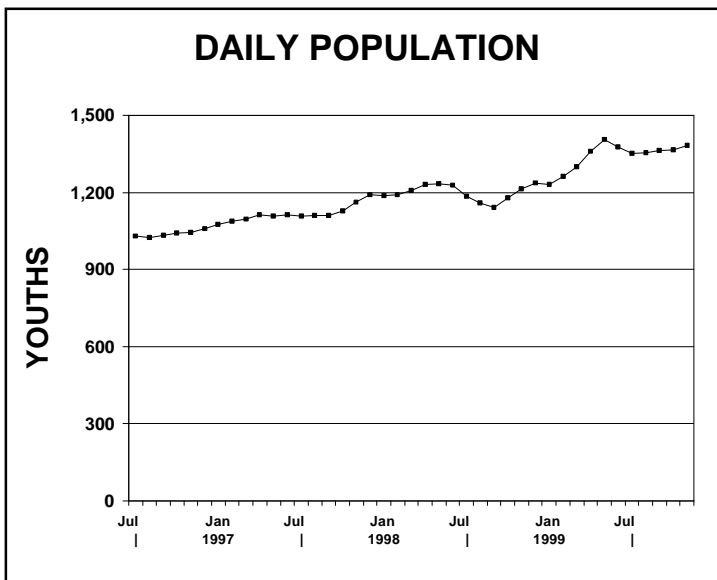
CASE MANAGEMENT

The Juvenile Court typically assigns the most serious and chronic offenders to the custody of the Division of Youth Corrections for extended placement. These youths often have continued to offend while in less structured programs, such as probation, or pose a serious safety risk to themselves and the community. At the direction of the Juvenile Court, Youth Corrections places these youths in community alternative programs, observation and assessment centers, or secure facilities.

Every youth placed in the custody of Youth Corrections is assigned to an individual case manager. Case managers are responsible for much of the individualized treatment a youth receives while under Division care. Their responsibilities include (1) assessment, development, implementation, and coordination of a youth's treatment plan, (2) direct involvement with individual youth and his or her family, (3) close supervision of each youth's activities, and (4) monitoring of restitution to victims of juvenile crime.



A Region II case manager assists a youth.



- * Youth Corrections provided services to an average of 1,254 youths in custody each day during FY 1999. This was nearly 7% above the number in FY 1998 and marked the seventh consecutive yearly increase.
- * The majority of these youths (64%) were cared for in community alternative programs, home placements, observation and assessment (O&A) programs, or trial placements.
- * Just over 24% of the youths were in locked secure facilities or secure detention.
- * During FY 1999, the Division's 60 case managers coordinated and provided services to 1,899 different youths and supervised an average of about 21 youths each day.
- * Average daily population growth continued into the first half of FY 2000 and reached an all time high of over 1,400 in the first week of December.

COMMUNITY BASED ALTERNATIVES TO INCARCERATION

Community based alternative services are a critical part of the Division's continuum of care. For appropriate youths, these services provide the opportunity of cost-effective care in a community setting. Individualized care is based on individual needs for supervision, treatment, and education. Selected services are incorporated into each youth's supervision and treatment plan and reviewed with the Juvenile Court or the Youth Parole Authority every 3 to 6 months.

A large majority of residential services are provided by Utah private providers. However, a growing number of youths are sent to private, residential programs outside Utah (Boarding Schools) which specialize in seriously delinquent youths. In addition, the Division operates three community based residential programs for youths in Division custody. Both Project Paramount and the Summit wing of Wasatch Youth Center provide transitional services and supervision for youths leaving secure care. The Division operates the Genesis Youth Center as a short-term residential work camp.

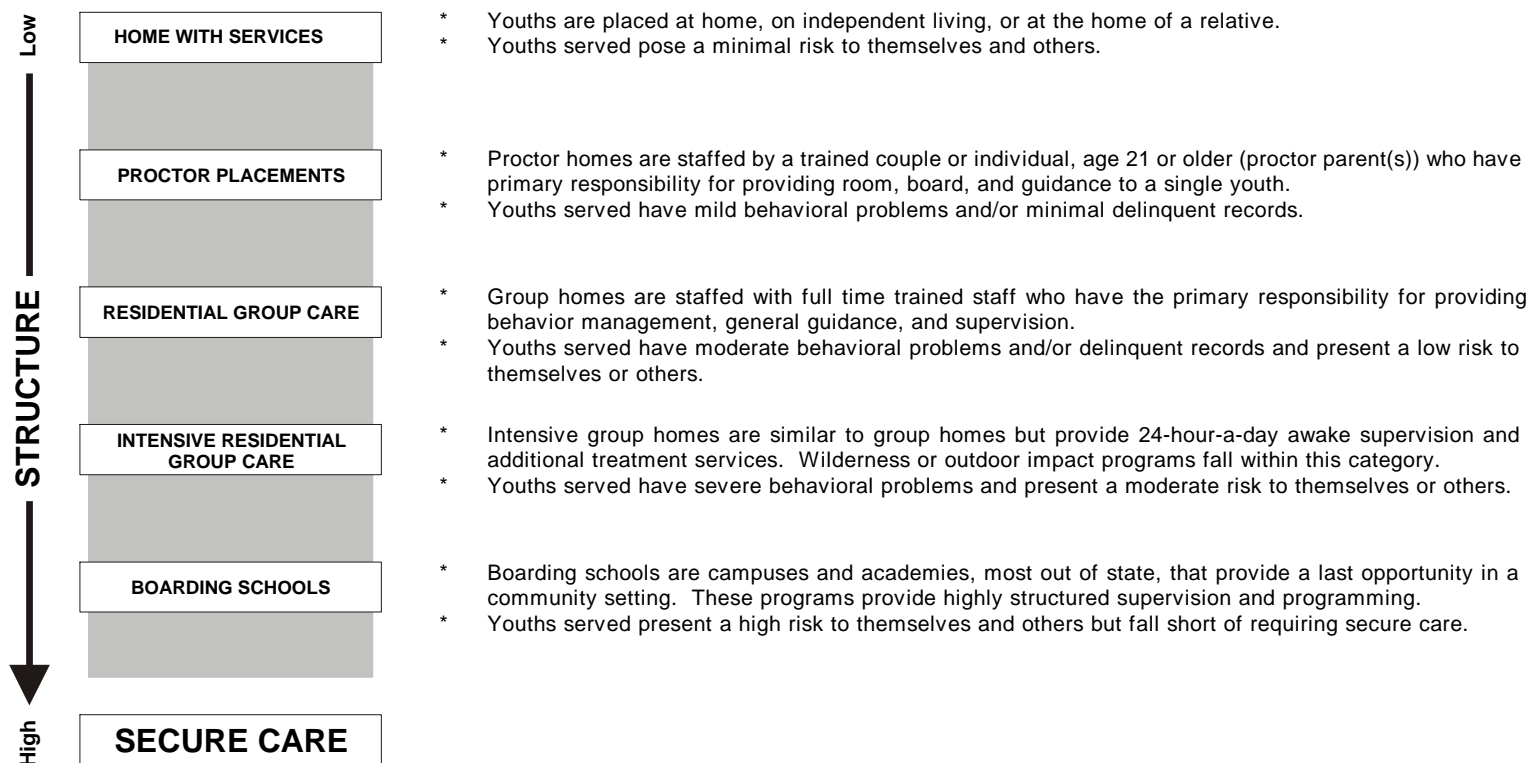
The diverse collection of publicly and privately operated programs available to the Division forms a continuum of placements with differing levels of supervision, treatment, and education. The continuum provides increasingly structured supervision and intensive treatment in proportion to individual needs and risk to self and others. Residential placements at any point along the continuum are augmented with additional services, which include individual and family counseling, tracking, and vocational training.



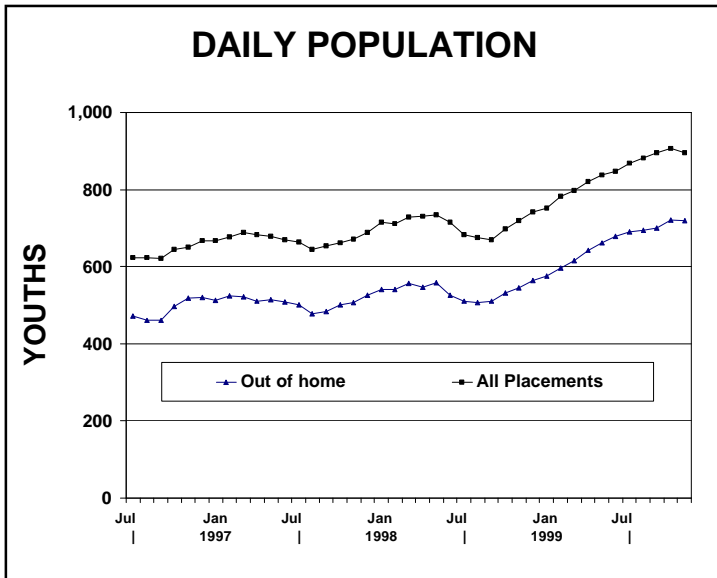
An intensive residential group home in Magna.

The placement types identified in the figure below are five of the more frequently used program alternatives. Placements are described according to the type of service they provide and the type of youths they serve. Programs at all levels focus on the three elements of the Balanced Approach to Restorative Justice: (1) public protection, (2) accountability, and (3) competency development. Further, all seek to move a youth to progressively less structured placements, as warranted by the youth's behavior, until the juvenile can be returned safely to the community without supervision.

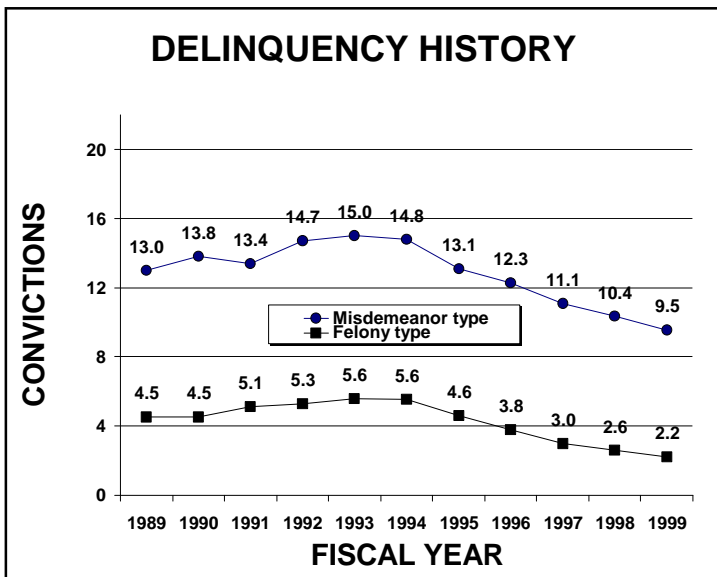
DIVISION OF YOUTH CORRECTIONS CONTINUUM OF RESIDENTIAL CARE



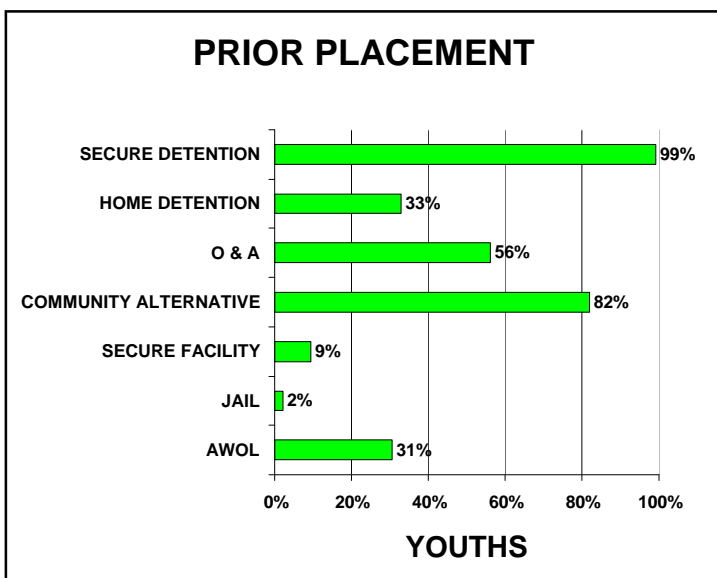
COMMUNITY BASED ALTERNATIVES



- * The Division of Youth Corrections utilizes both in-home services and out-of-home community placements as alternatives to secure confinement. During FY 1999, the number of youths in out-of-home placements averaged 578 per day and the number of youths in all community based placements averaged 752. Both numbers were historic high values.



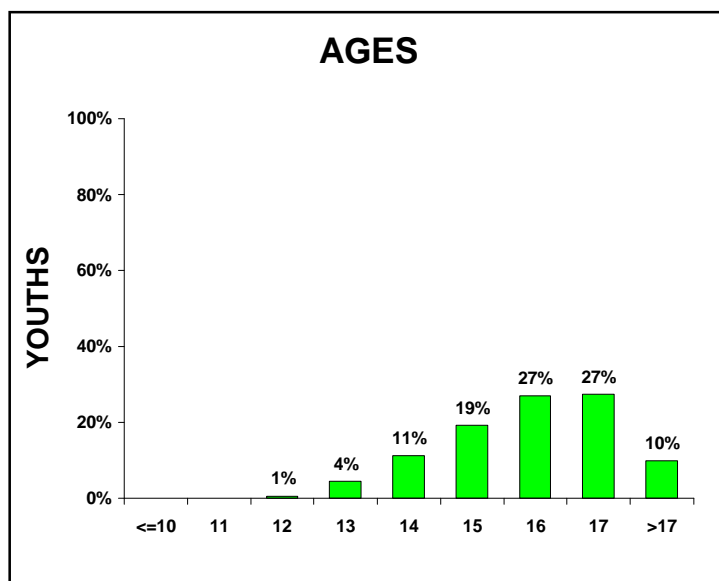
- * Youths admitted to community alternative programs in FY 1999 had an average of 11.7 felony- and misdemeanor-type convictions, a decrease of 1.3 convictions from FY 1998. This is the sixth consecutive year of decreasing convictions at the time of placement.
- * About 27% of youths admitted to community alternative programs during FY 1999 had one or more convictions for life endangering felonies compared to 30% in FY 1998.
- * These youths were first found to be delinquent at an average age of 12.6; about 74% were between 10 and 14.



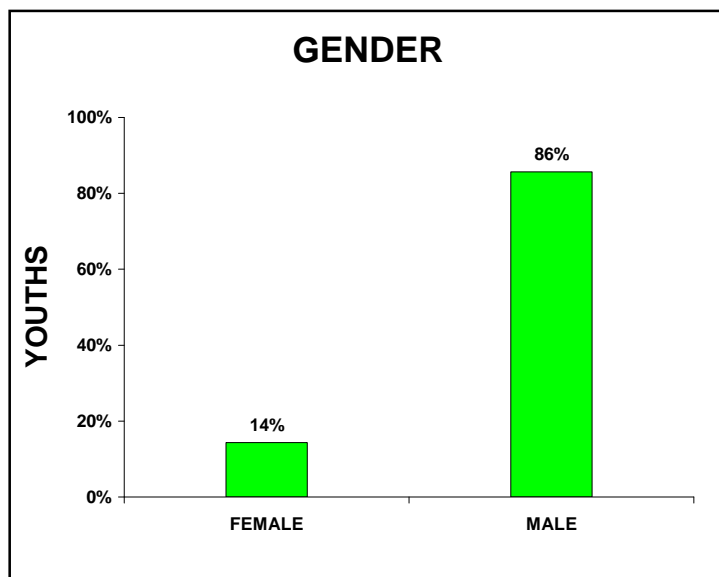
- * Youths placed in community alternative programs in FY 1999 had previously received a wide range of services: nearly all had a history of placement in secure detention; 56.1% had been placed in observation and assessment (O&A); and 9.3% had been in a secure facility.
- * Though not shown on the chart, most youths also had received services from other agencies in the juvenile justice system: about 75% had been under probation supervision, 23% had been in the custody of the Division of Child and Family Services, and 83% previously had one or both of these types of care.

COMMUNITY BASED ALTERNATIVES

- * Youths admitted to community alternative programs ranged from 12 to over 18 years old and averaged 16.4 years; 74% were between 15 and 17 years old. This is similar to the distribution of ages during FY 1998.

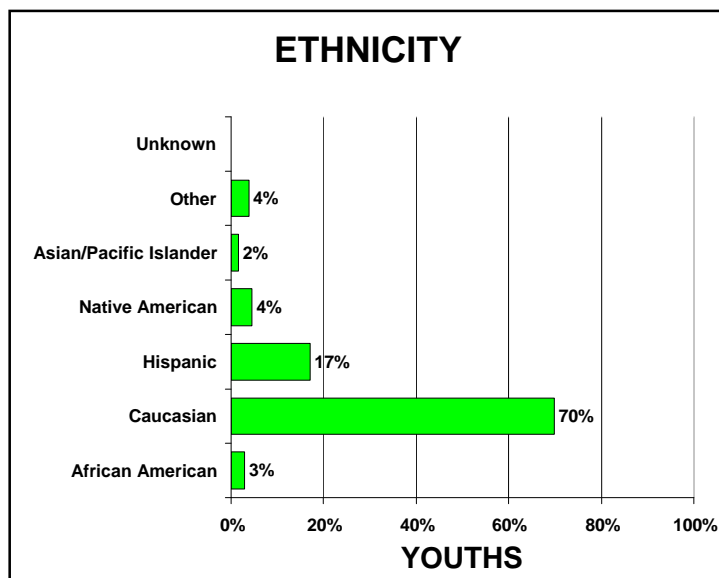


- * Over 14% of youths placed in community alternative programs were girls. This percentage compares to 12.3% in FY 1998 and continues a steady increase in the proportion of girls admitted over the last 5 years.



- * Minorities were overrepresented in community placements. African Americans were placed over 4 times as often as would be expected from their proportion in the population at risk; Hispanics were represented nearly 3 times as often as would be expected.

- * Caucasians accounted for about 70% of admissions, slightly higher than the percentage in FY 1998.



COMMUNITY PLACEMENT OUTCOMES

To begin developing objective benchmarks for a thorough cost-benefits analysis, a group of 469 youths who completed community alternative programming during FY 1996 were followed for a year's time.

Youths in the group averaged 16.1 years of age at the start of commitment to community alternative placement; the youngest was 12.1, the oldest 19.8. Ethnic and gender breakdowns were similar to those of youths admitted to community alternatives in FY 1999.

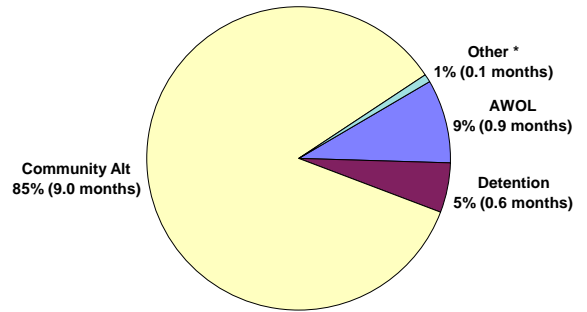
Overall, the median time in community alternative custody was 8.5 months; 75% of the youths stayed between 5.3 and 14.7 months (the average was 10.6 months). The chart at top right identifies the average lengths of placement during custody. The large majority of the time (85%) was in a community alternative program. Time absent without leave (AWOL) represented about 9% of time in custody. A relatively small proportion (37.4%) of the youths accounted for the entire amount of AWOL time. The remaining 6% of the time in custody was in detention programming (5%) or "other" placements (1%).

An important objective of community alternative placement is to help youths make amends for their delinquent behavior. Youths in the group had accumulated court orders to pay \$58,394 in fines, 82,694 hours of community service, and \$178,767 in victim restitution that were due on or before the end of custody. At termination from custody, about 72% of fines and 91% of victim restitution had been paid and 88% of community service hours had been completed.

The chart at center right identifies the dispositions the youths received at the end of their community alternative custody. As may be seen, only about 9% of the youths were ordered to the more restrictive sanction of secure care. No additional supervision or custody was ordered for 75% of the youths at the completion of their community alternative custody.

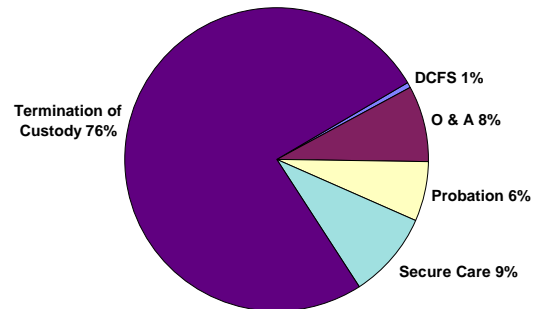
A primary objective of juvenile justice interventions is, of course, to eliminate future delinquent behavior. Two different measures indicate that there are successes. First, in the year after start of commitment to community alternative custody, nearly 36% of the youths had no record of additional delinquent behaviors. Second, for the group as a whole, there was substantial suppression of delinquent offending in the year after commitment compared to the year prior to commitment. In the chart at bottom right the bar labelled "Overall" refers to reductions of both felony-type and misdemeanor-type offenses in the follow-up period. A reduction of 64.5% means that about 65% fewer delinquent offenses were committed in the year after the start of community custody than in the year prior to the sanction. The suppression of felony-type offenses, the most serious of offenses, was even more pronounced (80.4%).

COMMITMENT PLACEMENT TIME

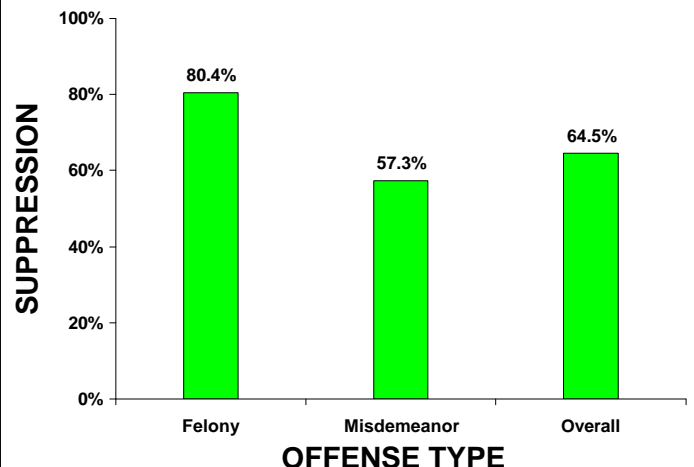


* Other includes jail and hospital.

NEXT DISPOSITION



OFFENSE SUPPRESSION



PRIVATE PROVIDER CONTRACTS

The Division's Mission mandates that it "...provide a continuum of supervision and rehabilitation programs which meets the needs of juvenile offenders in a manner consistent with public safety".

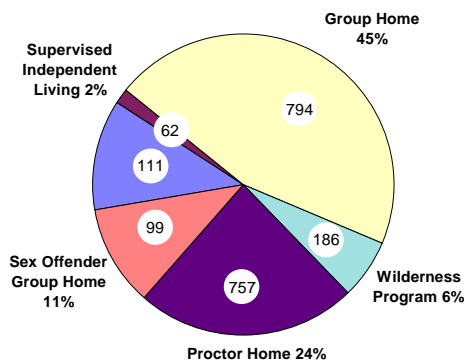
To develop the most cost-effective programs, the Division has contracted with private agencies for many of its residential and nonresidential services. During FY 1999, 40% (\$28,761,368) of the Division's budget was spent on programs operated by private agencies. This total included \$21,608,902 for residential and nonresidential services provided in community settings (see figures below). Another \$7,152,466 was spent on privatized facilities that provide secure facility care, observation and assessment, and secure detention services. Overall, during FY 1999, expenditures for private services were about \$4.8 million more than in FY 1998 and nearly \$12 million more than in FY 1997.

Division contracts with private programs providing community based residential and nonresidential services were originally established through a process of competitive bidding. Contracts were awarded for innovative and creative approaches for treatment, as well as for more traditional group home and counseling services. While the resulting mix of services met the needs of the youths in Youth Corrections' custody relatively well, traditional contracts awarded fixed payment for a set number of youths. Costs were the same whether a program cared for one child or the maximum

number specified in the contract. Furthermore, the rate for all youths in a program was the same whether or not they needed all the services the program provides.

By 1986, Division administrators, faced with diminishing financial resources, decided to implement a new approach to contracting. The resulting system is now known as the "open-ended" contract system. To develop this system the Department established maximum rates for many residential and therapy services. The rates were based on a survey of local market rates and reimbursement for Department contracts. Using these new rates, the Division developed requests for proposals (RFP) for multiple bidders which remained open for up to 3 years after issuance. Proposals were accepted and evaluated at regular intervals throughout the 3-year term of the RFP. In order to respond to concerns inherent with the large expansion of private providers meeting minimum requirements and requesting contracts and the finite number of services needed, the Division returned to a closed RFP process. Contracts are still written with all qualified bidders who meet the conditions of the RFP and licensing requirements, however, RFP's are only issued once every 3 years for a short period which is the only time new proposals are considered. Contractual agreements do not restrict number of client referrals but they also do not guarantee client referral. This flexibility has greatly enhanced the Division's ability to respond to individual client needs in a cost-effective manner.

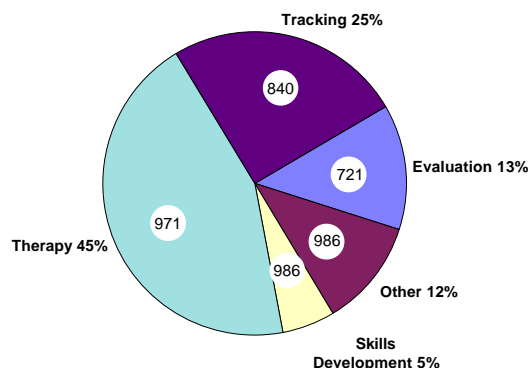
RESIDENTIAL SERVICES



Encircled numbers represent the numbers of different youths receiving a residential services at some time during FY 1999.

- * Total expenditures for contracted community based residential services was \$18,839,847 during FY 1999.
- * 1,503 different youths were treated in contracted residential programs and an average of 566 youths were in these programs each day of FY 1999.
- * Based on a daily average of 566 youths in contracted, out-of-home placements, the yearly expenditure for each youth was \$33,260.67 or \$91.13 per day.

NONRESIDENTIAL SERVICES



Encircled numbers represent the numbers of different youths receiving nonresidential services at some time during FY 1999.

- * Total expenditures for contracted nonresidential services exceeded \$2,769,050 during FY 1999.
- * 1,766 youths in Division custody received nonresidential services during FY 1999.
- * Based on a daily population of 1,254 during FY 1999, the average expenditure for each youth was \$2,304 or \$6.31 per day.

OBSERVATION AND ASSESSMENT

Observation and assessment (O&A) centers provide a residential program that includes comprehensive evaluation and treatment planning. Youths receive psychological, behavioral, social, educational, and physical assessment. Based on these observations, recommendations are made to the Juvenile Court for future treatment and placement. Centers also provide standardized programs to meet the educational and recreational needs of youths.

An increasingly important function of O&A programming is holding youths accountable for their delinquent behavior. O&A centers have actively developed opportunities for youths to meet their court-ordered obligations to perform community service and make restitution to victims. Recent work projects have included assisting in the construction of a senior citizens' center, excavating a basement for a museum, building trails, making quilts for babies in intensive care units, and making wood toys for deprived children. Projects such as these represent opportunities for the youths to learn good work habits, find satisfaction in positive social activities, and acknowledge their responsibility for the damage they have done to victims and the community.

Over the past 3 years, resources available for O&A programming have increased greatly. The Division directly operates four freestanding observation and assessment centers. These include three coeducational programs, one in each of the Division's three regions, and a facility in Region II designed specifically for girls. In addition, satellite programs linked to multiuse facilities in Vernal, Price, Richfield, and St. George have been developed to meet the needs of rural youths. During FY 1999, 28 different youths received an



An O&A youth being tested.

average of 44 days of O&A programming in the rural facilities.

Three other O&A programs were operated for the Division under private contracts during FY 1999. Privately operated centers were the Farmington Bay Youth Center O&A, the Copper Hills Youth Center O&A, and the North Bay Youth Center.

Additional O&A resources will become available in the second half of FY 2000 with the opening of new multiuse centers in Logan and Vernal. Each of the new facilities will have 8 beds for O&A.

Use of observation and assessment during FY 1999.

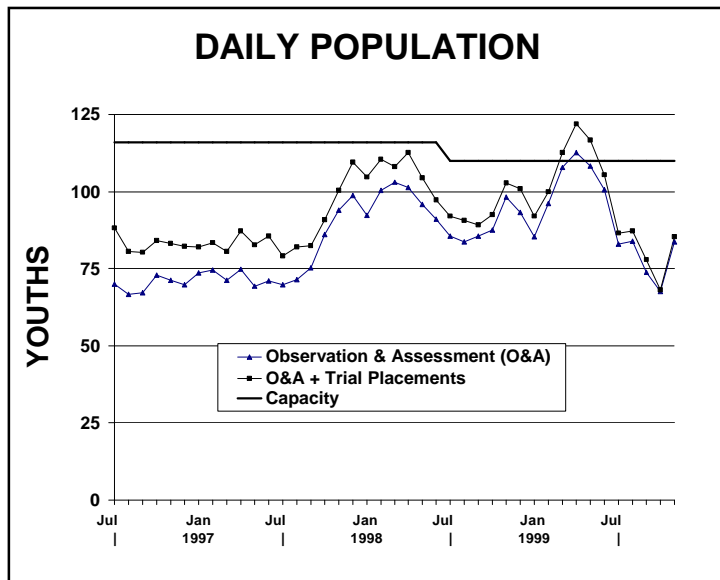
OBSERVATION & ASSESSMENT	CAPACITY	DIFFERENT YOUTHS SERVED	DIFFERENT YOUTHS ADMITTED	AVERAGE DAILY POPULATION	AVERAGE DAILY TRIAL PLACEMENTS	% OF DAYS OVER CAPACITY	AVERAGE DAYS IN PROGRAM ¹
REGION I O&A	26	143	124	21.0	4.0	11%	79
NORTH BAY YOUTH CENTER ²	10	26	26	8.2	0	17%	81
FARMINGTON BAY YOUTH CENTER	18	96	81	17.5	0	10%	82
REGION II O&A	16	90	99	12.1	1.1	0%	59
REGION II GIRLS O&A	6	44	39	5.7	0	6%	56
COPPER HILLS	24	128	112	21.3	.3	23%	72
REGION III O&A	16	116	107	13.3	.6	8%	48
TOTAL	116	630	542	95.4	6.0	< 1%	68

¹ Averages were based on records of youths completing programming by the end of FY 1999 and include time on trial placement.

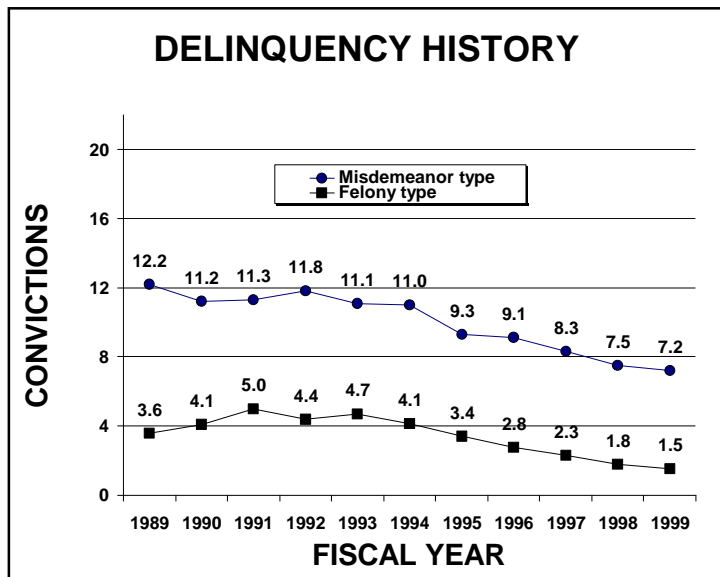
² The North Bay Youth Center was opened on 12/14/1998 and operated over the last 198 days of FY 1999. Measures are based on the portion of the year the facility was open.

- * As indicated in the table above, 630 different youths were served in observation and assessment facilities during FY 1999. This was an all-time high number of youths but only 5 more than the number served in FY 1998. The number of new youths admitted actually dropped from 552 in FY 1998 to 542 in FY 1999.
- * Though individual facilities experienced overcrowding during the year, the system capacity of 116 youths was exceeded on only 2 times, on fewer than 1% of days during FY 1999. Overcrowding was most pronounced at the Copper Hills facility which was over capacity 23% of the time.

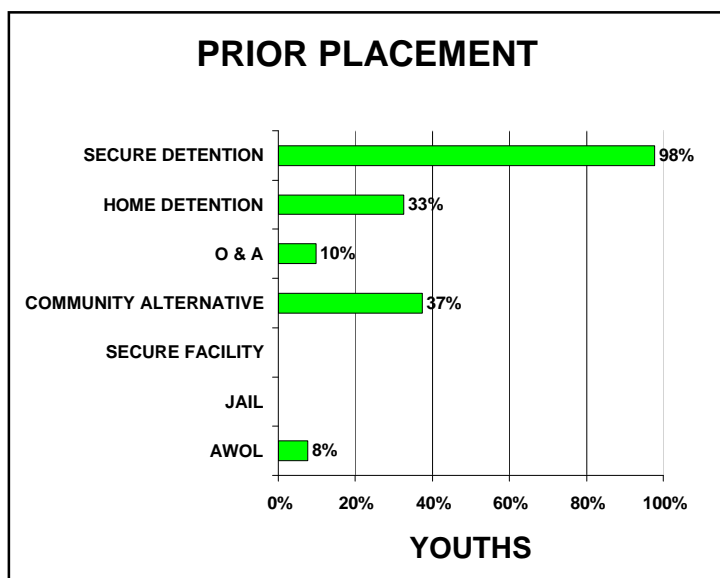
OBSERVATION AND ASSESSMENT



- * The figure at left represents the system wide average daily population in O&A and on trial placement for each month since July 1997. The Capacity line identifies changes in the number of O&A beds in the system during the same period. Statewide, the Division currently operates 116 beds for O&A.
- * As may be seen, the O&A population reached historic high levels during FY 1999 but ended the fiscal year with a decline that continued into FY 2000.

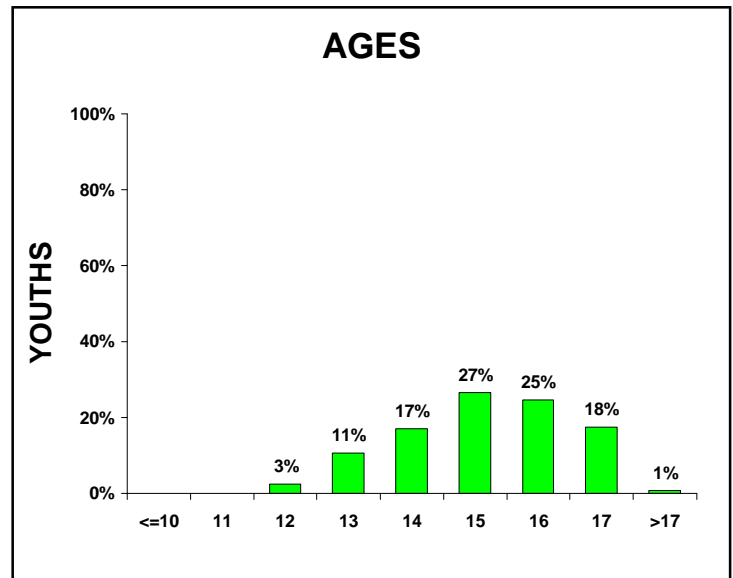


- * Youths admitted to O&A in FY 1999 had an average of 8.7 felony- and misdemeanor-type convictions. This continues a downward trend of several years. Nearly 25% of these youths had committed one or more life endangering felony-type offenses, compared with 28% of youths admitted in FY 1998 and 34% in FY 1997.
- * Youths admitted to O&A in FY 1999 were first found delinquent at an average age of 12.6; 71% of them were between 10 and 14 years old at their first delinquency.

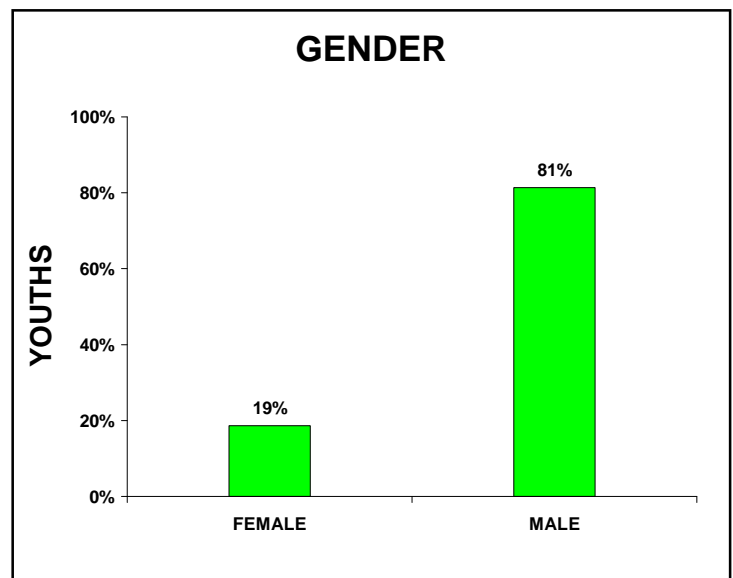


- * Nearly all youths admitted to O&A during FY 1999 had previously been admitted to secure detention; 37% had previously been committed to community alternative custody; and about 33% had been in a home detention placement.
- * Though not shown on the chart, most of these youths also had received services from other agencies in the juvenile justice system: nearly 62% had been under probation supervision, over 23% had been in the custody of the Division of Child and Family Services, and over 72% previously had one or both of these types of care.

- * Youths admitted to O&A in FY 1999 ranged from 12 to 18 years old and averaged 15.7, about the same as in FY 1998. 69% were between the ages of 15 and 17.

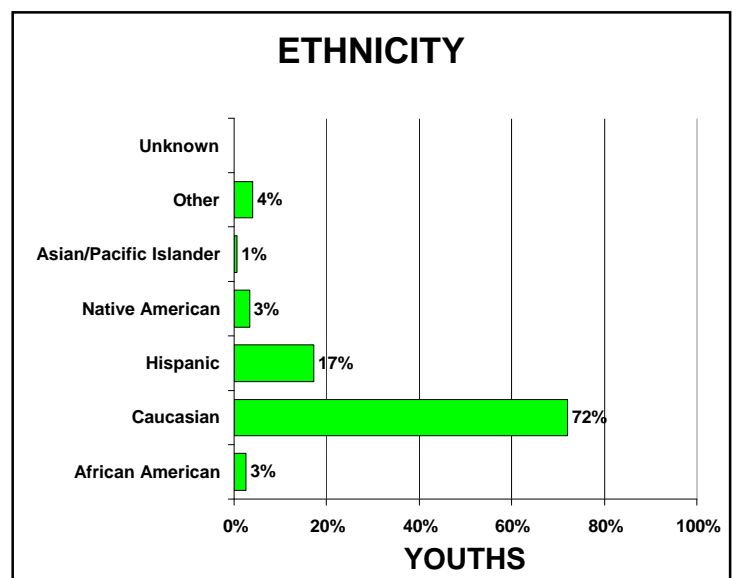


- * The percentage of girls admitted to O&A was 18.6%, up slightly from 17.8% in FY 1998 and nearly 50% higher than the percentage in FY 1997.



- * As was true for community based alternatives and detention, minorities were disproportionately overrepresented in O&A. African Americans were placed over 3.6 times as often as would be expected based on their proportion in the population at risk; Hispanics were placed 2.8 times as often.

- * In contrast, Caucasian youths were substantially under-represented in their admissions. Only about 72% of youths admitted to O&A during FY 1999 were white; whereas, they represent about 89% of the population at large.



OBSERVATION AND ASSESSMENT

OBSERVATION AND ASSESSMENT OUTCOMES

Observation and assessment (O&A) custody provides broad-based assessments of the needs of individual youths. O&A programs submit the facts of each youth's history and current circumstance along with recommendations for future programming for consideration by the Juvenile Court. Based in part on this input, the Court determines the youth's future treatment program and custody. Although observation and assessment custody is relatively short term and not specifically designed to rehabilitate, recommendations from the programs can have lasting and important implications for a youth's future. To understand this process better and to establish several benchmarks for comparisons in future years a group of 90 youths who completed O&A programming during FY 1996 were followed for a year's time.

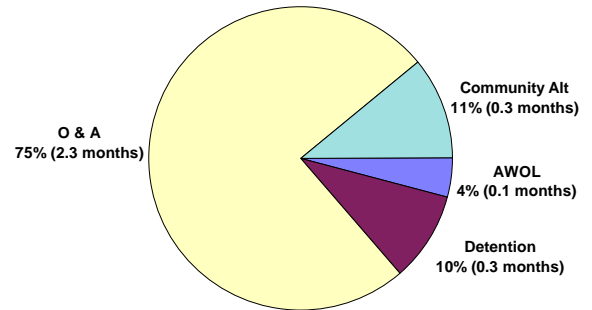
Youths averaged 16 years of age at the time of commitment to O&A custody; the youngest was 13.4, the oldest 18. Seventeen percent of the group were girls; 84% were boys. The group was ethnically diverse: 2% African Americans, 20% Hispanics, 2% Asian Americans, and 73% Caucasian.

Overall, the median time in O&A custody was 2.9 months; 75% of youths stayed between 2.5 and 3.0 months (the average was 3.1 months). The chart at top right identifies the average lengths of placement during O&A custody. The majority of the time (75%) was in an O&A facility. An additional 11% of time was spent in community alternative placements on trial placement. These short-term placements allow staff to gather additional information on youths by observing them in community settings. Time AWOL represents about 4% of the average time in O&A custody. A relatively small number (12) of the 90 youths accounted for the entire amount of this time.

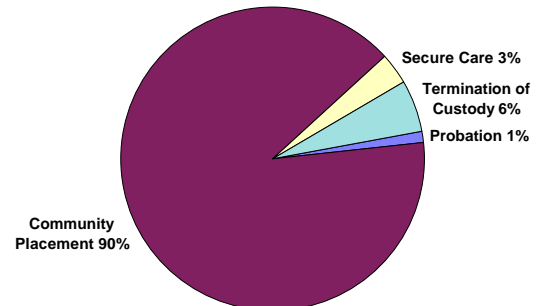
The chart at center right identifies the dispositions the youths received at the end of O&A custody. The Juvenile Court ordered most of the youths, nearly 93%, to continue in the custody of Youth Corrections either for community alternative placement (90%) or secure care (3%).

A primary objective of juvenile justice interventions is to eliminate future delinquent behavior. Two different measures indicate that there are successes. First, in the year after the start of O&A custody, nearly 42% of the youths had no record of additional delinquent behaviors. Second, for the group as a whole, there was substantial suppression of delinquent offending in the year after admission to O&A compared to the year prior to admission. In the chart at bottom right the bar labelled "Overall" refers to reductions of both felony-type and misdemeanor-type offenses in the follow-up period. A reduction of 71% means that about 71% fewer delinquent offenses were committed in the year after O&A than in the year prior to commitment. The suppression of felony-type offenses, the most serious of offenses, was even more pronounced (79.4%).

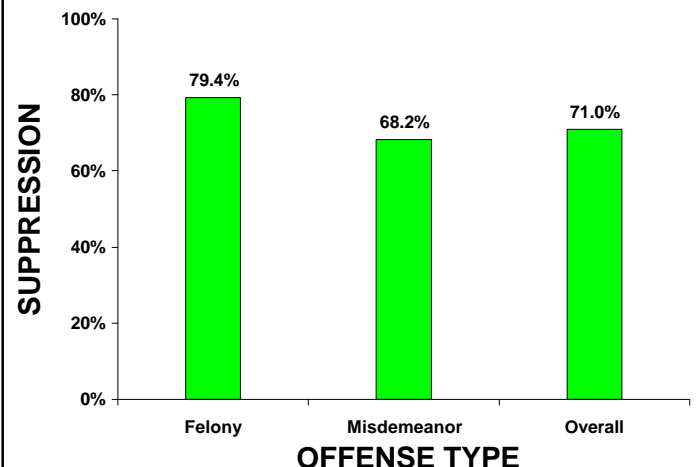
COMMITMENT PLACEMENT TIME



NEXT DISPOSITION



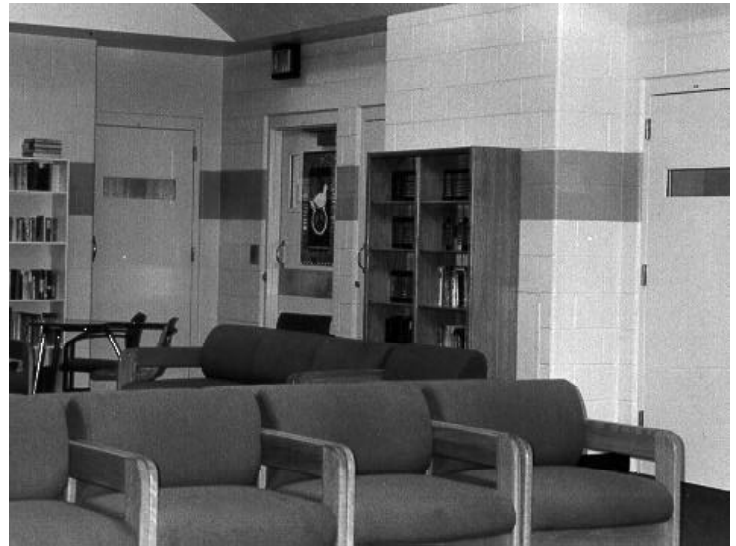
OFFENSE SUPPRESSION



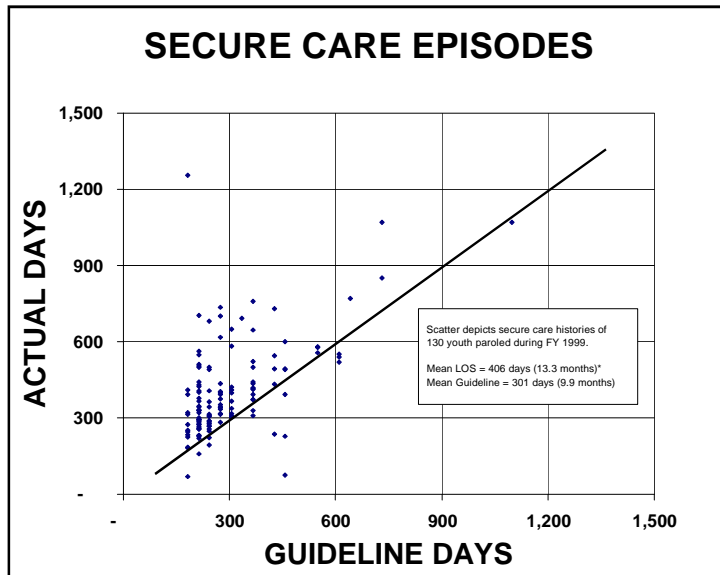
SECURE FACILITIES

Secure facilities are designed for the long-term secure confinement of the most seriously delinquent youths. Programs emphasize secure, humane, progressive, and quality treatment. Confined youths are held accountable for their delinquent acts by confronting criminal thinking and antisocial behavior, and by emphasizing accountability to victims through restitution programming. Counseling groups focus on many areas including the impact of delinquent behavior on victims, drug and alcohol treatment, social skills development, and transition back to the community. Individualized education programs are also provided while youths are in a secure care facility.

The Division directly operates five secure facilities including: (1) Decker Lake Youth Center, (2) Wasatch Youth Center, (3) Mill Creek Youth Center, (4) Southwest Utah Youth Center, and (5) the Slate Canyon Youth Center. The Division also obtains secure care at the Farmington Bay Youth Center through contract with a private provider.



The programming area at the Farmington Bay Youth Center.



The graph to the left compares actual length of stay in secure confinement with the length of stay guideline for 130 youths who were paroled from secure care during FY 1999. "Actual Days" represents the time in a secure placement (secure facility and/or secure detention), excluding time in the community on trial placement. "Guideline Days" represents the guideline for incarceration established by the Youth Parole Authority. Markers above the diagonal line identify lengths of stay (LOS) that were longer the guideline, markers below the line represent LOS shorter than the guideline, and markers on the line represent LOS equal to the guideline.

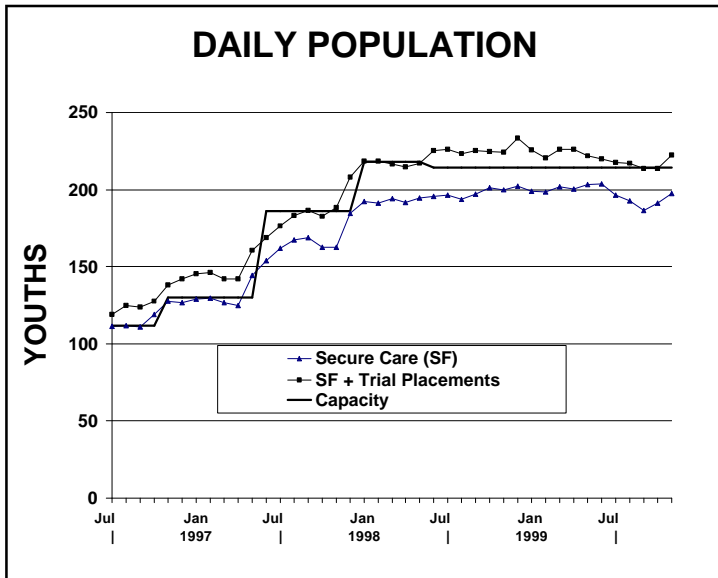
- * Average LOS was 3 months longer than the guideline and over 87% of youths stayed longer than the guideline.
- * Median LOS was 11.9 months. That is 50% of youths stayed more than 11.9 months and 50% stayed less.

Use of secure facilities during FY 1999.

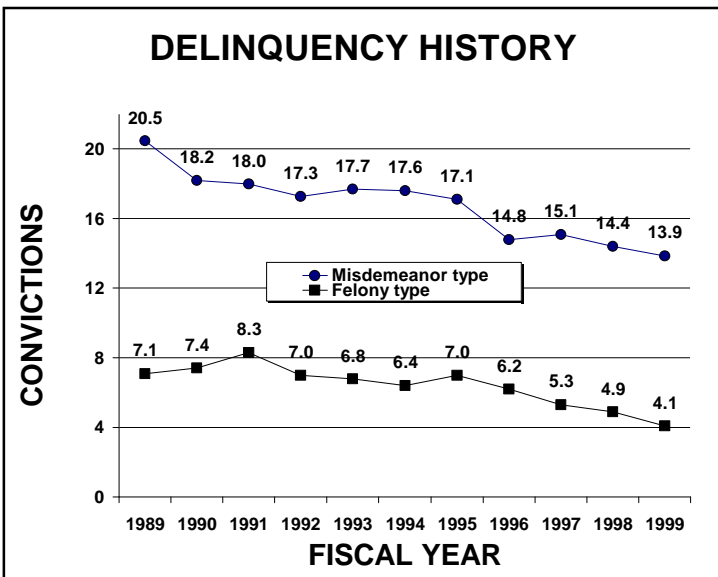
SECURE FACILITY	CAPACITY	DIFFERENT YOUTHS SERVED	DIFFERENT YOUTHS ADMITTED	AVERAGE NIGHTLY BED COUNT	AVERAGE ON TRIAL PLACEMENT	% OF NIGHTS OVER CAPACITY
Farmington Bay Youth Center	18	43	25	18.6	2.7	0%
Mill Creek Youth Center	42	92	59	39.5	5.2	1%
Wasatch Youth Center	56	115	75	49.3	2.9	0%
Decker Lake Center	56	112	68	50.6	5.7	2%
Slate Canyon Youth Center	32	76	47	32.1	6.7	0%
Southwest Utah Youth Center	10	17	6	9.6	1.9	0%
TOTAL	214	418	264	199.7	25	0%

- * As indicated in the table above, 418 different youths were served in secure care facilities during FY 1999. This was an all-time high number and an increase of more than 9% over FY 1998. The number of new admissions increased from 383 in FY 1998 to 418 in FY 1999, an increase of 5.5%.
- * Overcrowding was rare and the system capacity of 214 youths was not exceeded during the year.

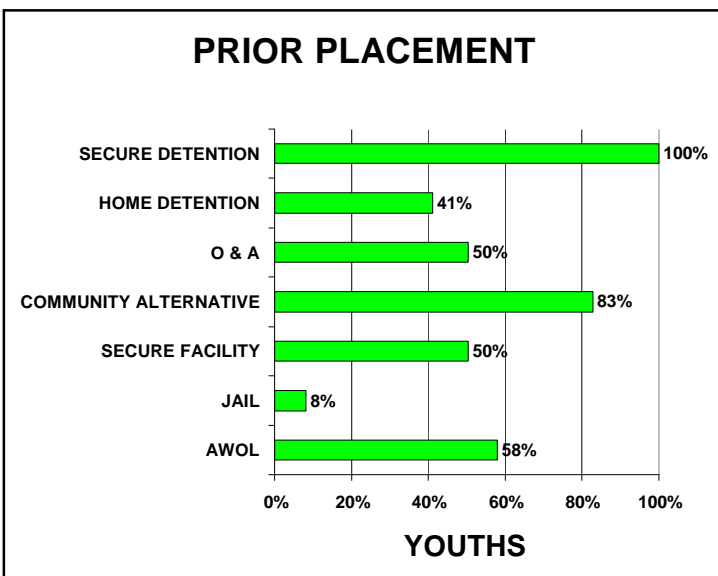
SECURE FACILITIES



- * The figure at left represents the system wide average daily population in secure care and on trial placement for each month since July 1997. The Capacity line identifies changes in the number of secure beds in the system during the same period. Statewide, the Division currently operates 214 beds for secure care.
- * The Division's secure care population plateaued at about 200 during FY 1999 after two years of steady growth.

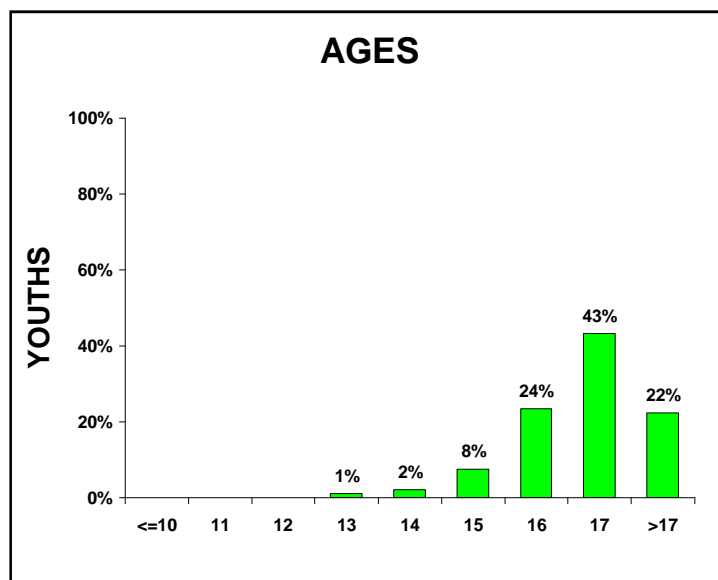


- * The average youth admitted to secure care during FY 1999 had a history of 13.9 misdemeanor-type convictions and 4.1 felony-type convictions.
- * About 52% of youths admitted to secure care during FY 1999 had committed one or more life endangering felonies. This compares with 71% of youths admitted with a person felony in FY 1997 and 55% in FY 1998.
- * These youths were first found delinquent at an average age of 12.2; 76% of them were between 10 and 14.

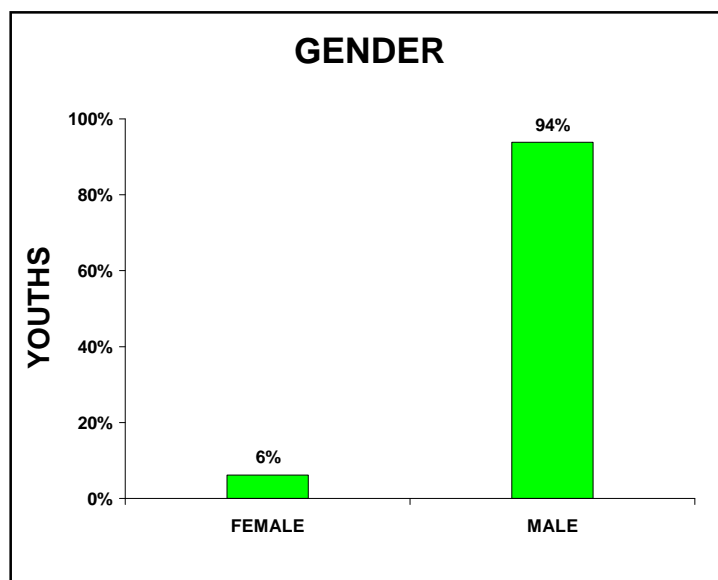


- * Youths placed in secure care during FY 1999 had extensive histories of previous interventions and placements in Division programs. All had been placed in secure detention; 50.5% had been placed in observation and assessment (O&A); and 82.8% had been placed in a community alternative. Further, 58.0% had been AWOL from a Youth Corrections' placement.
- * Though not shown on the chart, most of these youths also had received services from other agencies in Utah's juvenile justice system: 73% had been under probation supervision, 31% had been in the custody of the Division of Child and Family Services, and 85% previously had one or both of these types of care.

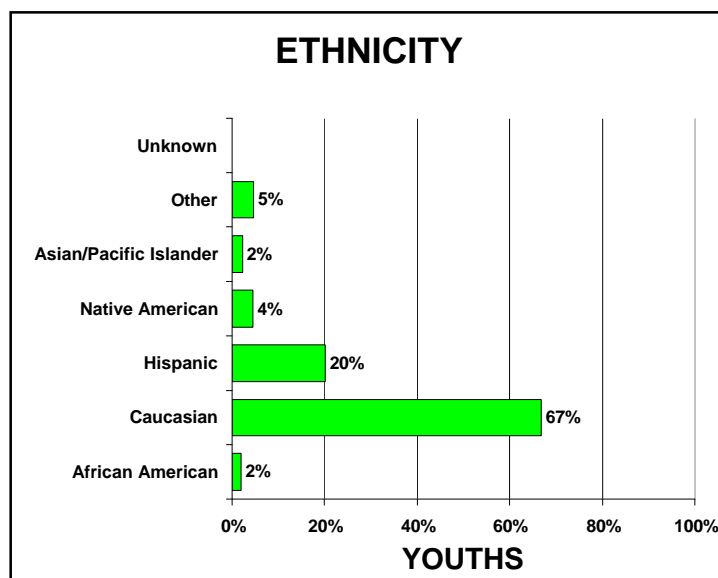
- * Youths placed in secure facilities during FY 1999 ranged from 13 to over 18 years old and averaged 17.3 years. 67% were 16 or 17 years old.



- * 6% of all youths placed in secure facilities were girls. This is about the same percentage as in FY 1998.



- * Minorities were overrepresented in secure care placements. Hispanics were placed over 3 times more often than would be expected from their proportion in the population and African Americans were placed over 2.6 times as often as would be expected. Although African Americans continue to be overrepresented in the secure care population, the overrepresentation was less than in FY 1998 and much less than in FY 1997 when African American youths were represented over 10 times their proportion in the population.
- * The percentage of Caucasians admitted to secure care reached 61%. After an all-time low of 47% in FY 1996, this is the third consecutive year in which there was an increase.



SECURE FACILITIES

SECURE FACILITY OUTCOMES

To gain a better sense of how secure care is functioning, a group of 156 youths who completed secure care during FY 1996 were followed for a year's time. A limitation of this approach is that it only considers new offenses and dispositions in Utah's juvenile justice system. A current effort is underway to identify criminal records in the adult system.

Youths in the group averaged 16.8 years of age at the start of commitment to secure care; the youngest was 13.8, the oldest 20. Ethnic and gender breakdowns were similar to those of youths committed to secure care in FY 1999.

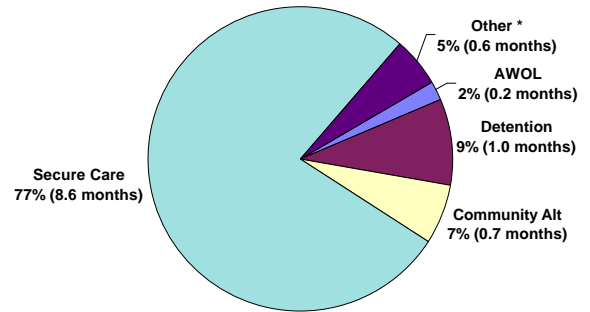
Overall, the median time in secure custody was 9.9 months; 75% of youths stayed between 6.7 and 14.6 months (average length was 11.2 months). The chart at top right identifies the average length of placements during custody. The great majority of time was in a locked facility (77% in secure facility; 9% in locked detention). An additional 6.5% of time was spent in nonsecure community alternatives. In general, this time in the community represents the relatively short trial placements given to youths who are meeting their treatment obligations and are near the end of their recommended stay. Supervised return to the community can greatly enhance the rehabilitative process and increase the likelihood that youths will succeed when released from secure care. In many cases, youths are released back home to work with parents and case managers to establish healthier relationships. It should be noted, that a relatively small proportion (15.7%) of the 153 youths accounted for the entire AWOL time represented in the graph. In all cases, these were youths who ran from trial placements.

An important objective of secure programming is to hold youths accountable for their delinquent behavior. Although opportunities for making payments and restitution are relatively limited in a secure institution, the youths managed to complete 81% of community service obligations and nearly 90% of their victim restitution payments that were due at the time of their termination from secure custody.

The chart at center right identifies the custody and supervision dispositions the youths received at the end of their secure custody. The majority remained in Youth Corrections care on parole (75%). Remaining youths received no further juvenile custody sanctions.

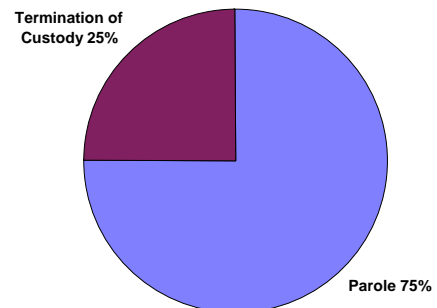
Two different measures of reoffending indicate success. First, in the year after the start of secure care, over 79% of the youths had no record of additional delinquent behaviors in the juvenile system. Second, there was substantial suppression of delinquent offending in the year after commitment to secure custody. In the chart at bottom right the bar labelled "Overall" refers to reductions of both felony-type and misdemeanor-type offenses. A reduction of 95.1% means that about 95% fewer delinquent offenses were committed in the year after the start of secure custody compared to the year prior to custody.

COMMITMENT PLACEMENT TIME

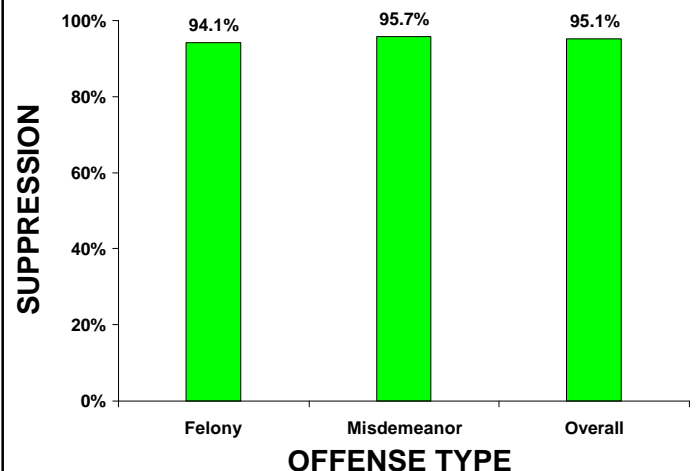


* Other includes jail and hospital.

NEXT DISPOSITION



OFFENSE SUPPRESSION



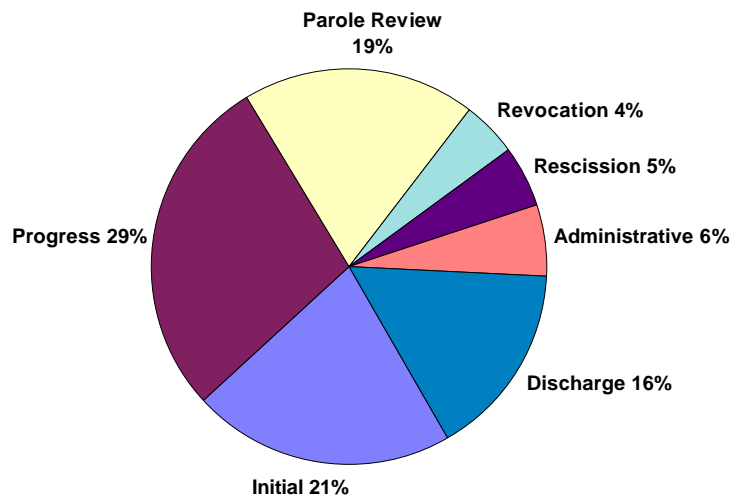
YOUTH PAROLE AUTHORITY

All youths committed to secure care come under the jurisdiction of the Youth Parole Authority. These youths no longer are reviewed by the Juvenile Court. The Youth Parole Authority Members are selected by the Governor, and confirmed by the Senate. Currently, the Youth Parole Authority is authorized to have ten full members and five pro tempore members. These citizens represent the diversity of Utah's population and speak on behalf of stakeholders across the state. Members reside throughout Utah and come from varied backgrounds. The Youth Parole Authority embraces the Restorative Justice/Balanced Approach Model in its responsibility to the youthful offender, their victims, and their

communities. The Youth Parole Authority establishes the length of stay for youths committed to secure care, monitors their progress, and determines when and under what conditions they may be released onto parole status. The Youth Parole Authority holds hearings on site at all six secure care facilities.

Additional information regarding the policies and practices of the Youth Parole Authority is available on request from the Authority's Administrative Officer or on the Authority's web site: <http://hsdyc.state.ut.us/ypa.htm>

YOUTH PAROLE AUTHORITY HEARINGS



In FY 1999:

- * The overall number of hearings was 957, a 21% increase from 789 in FY 1998.
- * The Youth Parole Authority placed 183 youths on parole and discharged 152 youths from Youth Corrections' custody.

MEMBERS OF THE YOUTH PAROLE AUTHORITY



JOEL L. MILLARD, D.S.W.
Chair
Sandy, Utah



CHARLES H. SEMKEN
Vice Chair
Price, Utah



GUSTAVE VERRETT
Vice Chair
Washington Terrace, Utah



TYRONE J. ARANDA
Layton, Utah



ALVIN W. EMERY
Sandy, Utah



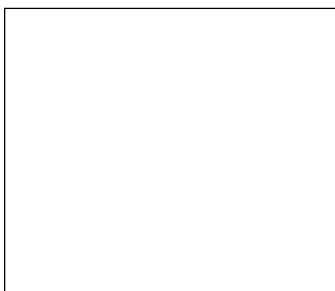
RANDY J. ENCE
Cedar City, Utah



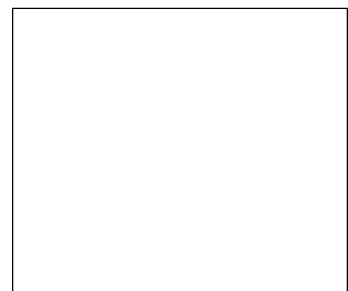
SAL F. JANSSON
South Jordan, Utah



VERONICA THOMAS
Syracuse, Utah



VACANCY



VACANCY

YOUTH CORRECTIONS' SPECIAL SERVICES

PREVENTION PROGRAMS

During 1999, the Division was involved in a wide variety of prevention activities. For the fifth consecutive year, the Division worked with KUED (PBS), KTVX (ABC), and the Utah Mentor Network to sponsor a telethon entitled VOLUNTEER FOR UTAH'S KIDS. The program has become an important part of KUED's ongoing "Act Against Violence" campaign and an important part of the station's effort "to use the power of television to improve life in our community". The telethon's specific objective was to attract volunteers to work as mentors for Utah's youths. The 6-hour program aired on Saturday September 18, 1999. During the first 4 hours, highlights of programs from previous years were rebroadcast. In a special broadcast arrangement, the fifth hour was simulcast locally on the PBS and ABC affiliates. The final hour was broadcast only on KUED. According to Diana Jergensen, KUED Community Outreach Coordinator, "Utahns are known for volunteerism, and we look forward to a great community response on behalf of Utah's children." Overall, 350 new mentors were recruited as a result of the effort.

Another significant prevention initiative was the Burgers for Bikes/Bikes for Kids campaign. For the third consecutive year, Red Robin Restaurants, Bikes Boards Blades, and the Division of Youth Corrections worked together to provide about 200 bikes and helmets to disadvantaged youths. Red Robin Restaurants prepared for the event by collecting used bikes in exchange for free hamburgers in a summer-long campaign. Bikes Boards Blades joined the effort and contributed a number of new and used bicycles. Bikes were taken to several Division facilities including Decker Lake Youth Center, Mill Creek Youth



The annual Burgers for Bikes/Bikes for Kids project.

Center, and the Copper Springs Outreach program. Under the direction of technicians from Bikes Boards Blades, youths in the centers repaired the bikes. Deserving children were gathered together and given the bikes and safety helmets in a ceremony on August 21, 1999 at the Red Robin Restaurant in West Valley. Murray City Police, Bike Board Blade, and Youth Corrections staff helped fit recipients with helmets. The police officers also provided brief lessons in bicycle safety. Overall, the initiative offered an important and productive opportunity for public and private cooperation and undeniably brightened the lives of the 200 youths who participated.

VICTIM SERVICES

The Division recognizes the need to hold juvenile offenders accountable for their delinquent behavior and to respond to the needs of their victims. To help meet these objectives, intensive treatment programs have been developed to heighten the youths' empathy for their victims. In addition, restitution programs have been created at all levels of the continuum of care, including detention, observation and assessment, and secure care.

Substantial restitution was paid to victims of crime in each of the last several years: \$154,768 in 1994; \$227,038 in 1995;

\$259,798 in 1996; \$247,732 in 1997; \$318,473 in 1998; and \$303,674 in FY 1999. Funding for the payments primarily comes from support payments that parents of youths in custody make to the State through the Office of Recovery Services. The Division received permission from the 1983 Legislature to use a portion of these receipts for restitution to victims of juvenile crime. Youths participate in community service projects in exchange for credited wages that are paid to victims through the Juvenile Court. Work projects are operated by the Division, other government agencies, and nonprofit organizations.

OFFICE OF RESEARCH, EVALUATION, AND PLANNING

The Division's Office of Research, Evaluation, and Planning (REP) supports the Division's Mission to "Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness."

REP has responsibility for conducting and overseeing research and program evaluation involving Division clients, programs or staff. A key part of this responsibility is the maintenance and development of Utah's Juvenile Informa-

tion System (JIS). The JIS is a centralized database shared by the Division and the Juvenile Court that tracks interactions with delinquent youths. A major redevelopment of the JIS began in FY 1999 when the Division and the Juvenile Court jointly began the design phase of the project. Although the entire project is expected to take several years, a phased release of new programming is expected in July of 2001.

REP also helped the Division meet a variety of other service,

SPECIAL SERVICES

research, and information needs. The Office supplied Division staff with reports, answers to queries, technical support, and engaged in research on a daily basis. In addition, REP produced the Division's 17th Annual Report. Members of the REP served as staff to the Sentencing Commission, the Department of Human Services' Outcome Measures Committee, and the Juvenile Justice Task Force. REP staff represented the Division on the Department's Protection of Human Rights Review Committee and the Utah Coordinating Council for Youth in Custody.

During the past year, REP assisted numerous students and faculty from local colleges and universities with information on Utah's juvenile justice system. In addition, REP responded to requests for information from media representatives, other government agencies, and private individuals.

REP also continued development and maintenance of the Division's web site. The site contains descriptions of each of the Division's program areas and provides a variety of resources materials.

OFFICE OF TRAINING

The Youth Corrections' Mission Statement commits the Division to "Promote continuing staff professionalism through the provision of educational and training opportunities." Staff training is designed to emphasize professionalism and the proper care of youths in the Division's programs. Overall, the Division supported 820 training sessions on mandatory topics and 738 in-service training events for a total of 67,427 individual training hours during FY 1999. Courses considered mandatory for Division staff include:

- (1) Basic Orientation Academy. During their first 6 months of employment, new, full-time staff are required to complete the Division's Basic Academy. Four Academies were held in FY 1999 and provided training for 139 new staff.
- (2) Yearly in-service training. After their first year, all full-time staff are required to complete a total of 40 hours of in-service training per year. Support staff are required to complete 20 hours per year. Part-time staff receive training commensurate with their duties. During FY 1999, 97% of employees successfully completed their

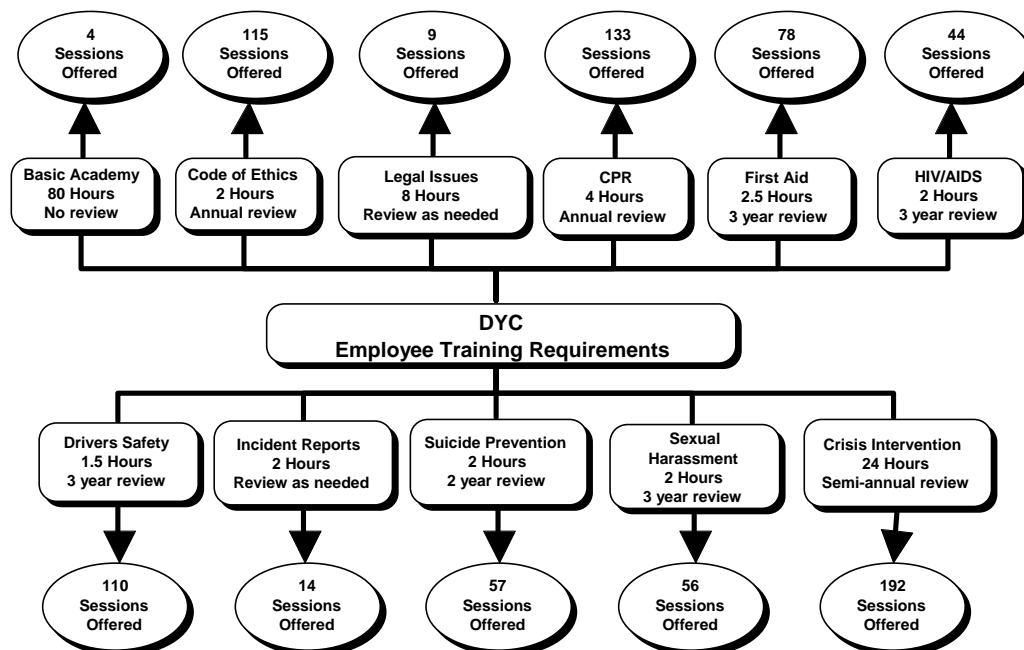
required in-service training.

- (3) Supervisory Academy. A 2-week supervisory training is required for all Division supervisors. The training also may be taken by aspiring supervisors.

Specific in-service training events sponsored by the Division during FY 1999 included specialty conferences covering topics specific to different programming areas including detention, secure care, case management, and work programs. During the year, 675 staff attended these conferences. In addition, a series of "Advanced Skill Enhancement Seminars" covering strategic planning, therapeutic metaphors, the Rites of Passage Program, drug awareness recognition, HIV prevention, and Functional Family Therapy were provided to senior staff. Other in-service training during the year was provided by the Division, the Department of Human Services, national sponsors, local colleges and universities, and private vendors.

The Division also continued to offer the Educational Assistance Program to full-time staff interested in completing college degrees or courses in specialty areas that will assist them in

Youth Corrections' mandatory training.



their current positions. During FY 1999, the Division committed over \$109,000 to this effort.

A new training program implemented during the year was the Personal Protection course. The course is designed for Division staff who are employed in non-counselor positions and may encounter hostile and potentially violent situations. Staff are given training in the basic skills needed to be mentally, emotionally and physically prepared. In the first two courses, 93 staff received training.

For a second consecutive year, the Division provided specialized training to staff working with the juvenile female offenders. Funded by a grant from the Utah Board of Juvenile Justice, the

training was made available to all staff who work for the Division of Youth Corrections, Juvenile Court, the Division of Child and Family Services, or private programs. Overall, 11 different training sessions were held and 193 staff received the instruction.

During the fiscal year, the State Office Training Unit and Region II Trainer moved into the Division's new Training Center. The Center is located in a juvenile justice complex that also houses Region II case managers and parole officers, Juvenile Court Probation workers, and a victim services program. The training area includes a 2,000 square foot state-of-the-art training room. The Center will be an important resource for the Division and other allied agencies over the next several years.

VOLUNTEER PROGRAMS

The Division of Youth Corrections recognizes the great value that a strong volunteer program provides to delinquent youths and is committed to using volunteers wherever possible. Volunteers have a wide variety of skills to offer and they often lead activities such as arts and crafts, recreation, homemaking, money management, and personal development. These activities assist Division efforts to provide youths opportunities for competency development. Volunteers have provided treats and birthday cakes for youths in custody, made quilts for the beds in facilities, served as foster grandparents, helped youths find and keep jobs, and provided many intangible services. The Division has a variety of ongoing volunteer programs both in the community and in facilities including:

- Clergy Programs
- Cottage Mother Programs
- Intermountain Dog Therapy
- Job Fairs / Career Days
- David Lee Poetry Classes
- Employment Education Classes
- Professional Women Speakers
- CPR Certification Classes
- Law Related Education Classes
- International Outreach Program
- YWCA Classes

- Cultural Diversity Programs
- Cancer Society Packets by Youth
- Speakers Bureau
- SORT Program
- Thanksgiving Point Exchange-Work for Work Project
- Mentor Programs
- Practicum Program
- Toastmasters
- Heart & Soul Entertainment
- Skill Building Classes
- Youth Work with The Disabled
- 4 H Programs
- Family Home Evening
- Sub for Santa Programs
- Three on Three Basketball
- Piano Classes
- Rape Recovery Classes
- Lance Cole Writing Class
- Relief Society
- Explorer Post
- Reading Programs
- Sewing Classes
- Alternative Athletic League
- Happy Factory Program
- Volunteer Tutors
- DARE

OFFICE OF QUALITY ASSURANCE

The Division of Youth Corrections is dedicated to providing quality services to youths and to the community. The ongoing efforts in Quality Assurance help meet this goal.

The Office of Quality Assurance is charged with the responsibilities of monitoring, inspecting, and reviewing the daily operations of programs that provide services to delinquent youths to ensure program compliance with approved standards, contract requirements, and with local, state and Federal law. Other functions of the office include (1) internal investigations of incidents, concerns, and complaints within state and privately

operated programs, (2) documentation and reporting of investigations, (3) monitoring compliance with the Federal Juvenile Justice and Delinquency Prevention Act, and (4) coordinating through the Division regarding the Government Records Access and Management Act, and the Americans with Disabilities Act.

The Office of Quality Assurance takes an active role in the monitoring, evaluating, and licensure of programs that provide services to delinquent youths. Utah statute requires that all facilities and programs serving juveniles meet specific stan-

SPECIAL SERVICES

dards and be licensed or certified by the Division. The Office coordinates with the Department of Human Services' Office of Licensing to provide licensure of private youth treatment programs based on standards approved by the Board of Youth Corrections. These include Residential Treatment, Day Treatment, Outpatient Treatment, Outdoor Programs, and Child Placing programs. The Quality Assurance Unit is charged with the responsibility of ensuring that all programs and persons serving youthful offenders meet the appropriate standards and are properly licensed or are certified as required. The Division currently contracts for program services from 64 private agencies located throughout the State, and with 15 different licensed professionals. These individuals and programs provide over 30 different residential and nonresidential services at well over 100 different locations throughout the state. Annual compliance reviews, and regular monitoring of programs, facilities and services are conducted by Quality Assurance staff.

The Office of Quality Assurance also reviews programs operated by the Division. Standards and policies already in place for program services such as detention, multiuse, long-term secure facilities, Observation and Assessment Centers, and the Genesis Work program are used to evaluate these programs. Standards and policies for other youth work programs and for short-term community programs are being developed to meet the ongoing needs of the Division.

Regional Management Auditors assigned to the Office of Quality Assurance have the responsibility to monitor program operations within their assigned regions, and may also provide statewide assistance as needed. The benefits of having specialized staff have included: (1) more thorough reviews being conducted, (2) more professional handling of incident reports and complaints, and (3) better availability of technical assistance in meeting contract requirements.

Over the last several years, a growing source of funds for Division programming is the Federal funding through Medicaid. To be eligible for these resources, programs operated by or for the Division are required to comply with Federal Medicaid requirements. The Office of Quality Assurance is charged with the task of ensuring program compliance with these precise

requirements. A Program Coordinator with expertise in Federal Medicaid requirements is assigned to the Office. The coordinator audits and reviews all Division case management staff and all private programs contracted to the Division for compliance with Medicaid standards. This year all youth programs and all region case management teams were reviewed at least once. Technical assistance was provided to case management staff and private providers to ensure compliance with standards.

Specially trained staff within the Office of Quality Assurance conduct internal investigations into complaints, concerns, and major incidents that involve any of the Division programs or facilities, including private contracted programs. These investigations provide Division administration with the information necessary to identify problem areas and make appropriate changes to improve services. When necessary, Division investigators work with local law enforcement, or other outside agencies to ensure the proper handling of all concerns.

The Office of Quality Assurance continues to monitor all secure adult and juvenile facilities for compliance with the Federal Juvenile Justice and Delinquency Prevention Act. Intensive monitoring efforts over a number of years have helped Utah achieve and maintain compliance with the Act and have enhanced protection of youths and the community. As a result, Utah is eligible for Federal grants that assist in the development and operation of many essential and effective youth treatment programs. To help maintain compliance with the Federal guidelines, the Division has continued to receive some of the grant funds to prevent the placement of youths in adult facilities and to provide consultation, education, and assistance in appropriate detention practices. Following Utah statute and standards consistent with the Act, two jails in rural areas are approved by the Division to confine (for up to 6 hours) youths charged with delinquent acts while efforts are being made to release or transfer these youths to juvenile detention centers. In addition, 10 holding rooms located in local law enforcement agency facilities are certified to confine (for up to 2 hours) youths charged with delinquent acts while arrangements are being made for release or transfer to a youth facility.

RECENT AND ONGOING PROJECTS

JUVENILE JUSTICE TASK FORCE

The 1996 General Session of the Legislature created the Juvenile Justice Task Force to review Utah's juvenile justice system. The Task Force included representatives from the Utah House of Representatives and Senate, a Juvenile Court Judge, the Director of the Division of Youth Corrections, the Director of the Department of Human Services, and two members of the general public. The Task Force concluded its term in December, 1998, by making a number of specific assignments to the Division and other juvenile justice agencies. In the intervening year significant effort was made against most of the recommendations. A brief summary of the assignments and progress made follows below.

- (1) The Divisions of Youth Corrections and Child and Family Services were charged with improving classes for parents and better coordinating activities with interagency aid programs. Coordination has been improved by developing shared classes for parents that serve clients of both agencies. Further, better delivery of services was achieved through development of the Archway Youth Services Center in Ogden and enhanced working relationships in Cedar City and Utah County.
- (2) The Division was called to develop a concept paper for charter schools for delinquent youth. This assignment is not yet complete.
- (3) The Department of Human Services was charged with taking the lead in resolving problems surrounding the siting of facilities and group homes. The Department has increased its involvement with community groups and participated in a task force on planning and zoning. As a result, there were fewer difficulties siting facilities and group homes during FY 1999. The Utah League of Cities and Towns also is considering a model ordinance that would better accommodate social service programs.
- (4) The Division was assigned the task of enhancing the continuum of intermediate sanctions by establishing additional work camps, substance abuse and mental health residential services, and increased placements

out of state. The Division has met this challenge by starting new rural work programs and day treatment services, increasing female programming, and increasing the number of out-of-state placements.

- (5) The Division was recognized for increasing the number of programs for girls and for training staff in issues unique to girls. The Division continues to support programs and training for staff and clients in gender related issues. During FY 1999, an additional program specifically addressing female issues was developed.
- (6) The Network on Juveniles Offending Sexually (NOJOS) was asked to coordinate with the Divisions of Youth Corrections, Child and Family Services, and Services for People with Disabilities to develop programming for low functioning sex offenders. The Division has continued to support NOJOS with funding and staff resources and has been diligent in its efforts to bring about additional programming for low functioning sex offenders.
- (7) The Juvenile Court and the Division of Youth Corrections were called to convene a work group to examine all aspects of the restitution programs within the Court and the Division. A work group was formed and evaluated restitution payments and processes. The effort has resulted in a better defined restitution policy, closer coordination between organizations, and better services to victims.
- (8) Together with education, the Division was charged with increasing the basic competencies of youths in secure care and providing them with more vocational opportunities. The Division is expanding its vocational services at Genesis and Mill Creek Youth Center. Educational and vocational services are available throughout the Division's programs.
- (9) The divisions within the Department of Human Services were encouraged to use scarce resources more effectively by utilizing outcome based performance measures. The Division is committed to the wise use of financial and physical resources and will continue to monitor those resources through outcome measures.

COPPER SPRINGS/LINCOLN CENTER OUTREACH PROGRAM

The Outreach Program provides community programming to Cache and Box Elder County youths in detention diversion, state supervision, and home detention. After a thorough risk and needs assessment, a correctional plan that follows the Restorative Justice Model is developed for each youth. Community protection is addressed by determining the youth's level of risk and establishing a supervision/monitoring protocol defining the number and type of contacts the youth receives each day. Accountability is determined for each youth by identifying victim impact and court-ordered obligations to pay restitution and perform community service. Programming provides opportunities for the youth to make amends to victims and meet financial and service obligations through work projects, community ser-

vice, and victim awareness counseling. Opportunities for competency development are provided through a menu of skill development groups and experiential activities based on needs of individual youth.

The Outreach Program operates on a daily basis during afternoon and evening hours. Supervision/monitoring continues throughout the evening and weekends. During the summer, an expanded program includes school, and additional community work projects each day. Work sites and projects include public schools, graffiti removal, city parks, senior citizens centers, highway cleanup, community restoration projects, the Meals on Wheels, local food banks, and trail development and campground maintenance in the Cache

RECENT AND ONGOING PROJECTS

National Forest. During FY 1999, charitable contributions to individuals and groups were highlighted by the annual Cache Clash 3 on 3 Basketball Tournament. One hundred teams participated in the basket ball tournament and a contribution of over \$3,300 was made to the Child and Family Support Center. In addition, Outreach participated in the Burgers for Bikes/Bikes for Kids Program. New and used bikes were

assembled or refurbished and given to kids in need for the Burgers for Bikes/Bikes for Kids Program. These experiences provided an opportunity for youths to participate in the joy of giving to others and being recognized for their positive efforts. Overall, during the year, over 120 youths contributed approximately 8,000 hours in these community service efforts.

JUVENILE INFORMATION SYSTEM

The information system currently used by the Division of Youth Corrections and the Juvenile Court is over 20 years old and has undergone numerous revisions. When, after a careful assessment, it was determined that the existing system could not be enhanced further, the Division joined with the Juvenile Court in a partnership to develop a new system.

tion and cooperation between the government entities chartered with providing juvenile justice and child welfare in the State of Utah.

System development will occur in four phases: analysis of current processes, system design (technical solutions), testing, and implementation.

The overall goal of the joint effort is to build a complete system for all juvenile justice and child welfare information and permit the sharing of all appropriate information among state and local governmental organizations. Three working objectives have been established: (1) to upgrade the technology and functionality of the current Juvenile Information System; (2) to design and create a case management system that will enhance the usefulness of the Juvenile Justice Information System; and (3) to enhance communica-

Analysis of current processes began in January 1999 and included extensive interviews with all levels of users. The focus of the interviews was to discover exactly how juvenile justice users functioned and how a system might best aid their day-to-day efforts. System design will start in early 2000, followed by testing and implementation. A phased release of the program is planned beginning in July of 2001. The project currently is on budget, on schedule, and on track.

JUVENILE SEX OFFENDER INITIATIVE

The Division supported treatment of juveniles who offend sexually by conducting research, developing and supporting staff training, and devoting resources and financial support for new programs.

Research on the effectiveness of sex offender programming is being conducted through several collaborative efforts involving Division staff and investigators from Utah State University. Initial results of an ongoing longitudinal study on serious offenders shows recidivism of less than 10% for sexual offenses over a 4-year period. This ground level research is building the foundation to initiate longer term and more comprehensive recidivism studies.

mograph as part of therapeutic programming during this year. Wasatch Youth Center was chosen as the cite for the intervention and 11 youths were selected to participate. This tool has proven very effective in defining treatment direction and issues. Based on the initial success, the Board of Youth Corrections has supported expanded use of the techniques.

During FY 1999, the Sundial wing of the Wasatch Youth Center and the Southwest Utah Youth Center continued to specialize in treatment of sex offenders. Both programs have remained full since total implementation of specialized programming over 2 years ago. To date, none of the 19 youths released from the two programs have been found to have committed any new sex offenses.

Training was strongly emphasized during FY 1999. Specialized sex offender assessment and treatment training has been developed to train three levels of expertise: a core 3-day training conference provides the basics of juvenile sex offender supervision and treatment; an intermediate 2-day conference focuses on needs of practicing clinicians; and, a 2-day advanced sex offender symposium provides training for experienced clinicians. Members of the Network on Juveniles Offending Sexually (NOJOS) have also trained with Juvenile Court Probation officers, Court Appointed Special Advocates, and Guardian Ad Litem professionals.

Specialized programming for sexual offenders has expanded this year to include a residential program for female juvenile sexual offenders and a residential program for latency age sex offenders. These programs are very important and work to build the full continuum for Utah's Sexual Offender Program.

Division administration and the Board of Youth Corrections gave permission for a pilot project to use the penile plethys-

The Division supports legislation to "certify" a clinical and affiliate status for those professionals evaluating and treating juvenile sex offenders. This will improve services to this population and help to ensure consistent quality intervention.

PROFILE OF DIVISION STAFF

The Division of Youth Corrections has 747 full- and part-time career service staff (excluding time limited employees and Board members). The average age of these staff is 37.1 years (range: 19 to 68 years old); about 34% (256) are between 21 and 30 years old. Average length of service is 5.8 years. The longest current employment length is over 29 years; 11.1% (83) have 6 months or less service and 17.4% (130) have over 12 years of service.

The table below represents the proportion of career service staff of different ethnicity, gender, and job type. Minorities represent over 18% of staff across all job types and nearly 15% within the administrative job type; most in service delivery jobs. Only 2.6% minority females are working within the administrative job type. Overall, females represent over

40% of staff across all job types, but only 28.4% of them work within the administrative job type. Additionally, females are overrepresented within the support job type (79.8%).

The Division also employs 447, time-limited staff to augment the efforts of the career service employees. Time-limited staff may work up to a total of 1,560 hours each year. In the 1999 calendar year, they contributed 13.2% of all hours worked in Division facilities and programs.

A comparison of youths in Division programs and service delivery staff reveals that there are relatively fewer minority staff (18.3%) than minority youths served (27.7%), and that there are relatively more female service delivery staff (35.5%) than female youths served (24.7%).

Ethnicity, gender, and job type of Division staff.

	ADMINISTRATION			SERVICE DELIVERY			SUPPORT			TOTAL		
Ethnicity	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Caucasian	69 59.5%	30 25.8%	99 85.3%	256 48.1%	168 31.6%	424 79.7%	16 16.2%	71 71.7%	87 87.9%	341 45.6%	269 36.0%	610 81.7%
Other	14 12.1%	3 2.6%	17 14.7%	87 16.4%	21 3.9%	108 20.3%	4 4.0%	8 8.1%	12 12.1%	105 14.1%	32 4.3%	137 18.3%
Total	83 71.6%	33 28.4%	116 100%	343 64.5%	189 35.5%	532 100%	20 20.2%	79 79.8%	99 100%	446 59.7%	301 40.3%	747 100%

DETENTION SCREENING AND REFERRAL PROGRAM

The Detention Screening and Referral Program was designed to enhance identification of problems in youths at the early stages of their involvement with Utah's juvenile justice system. Candidates for the program are youths admitted to detention for the first or second time. It is widely believed that future delinquency can be reduced if problems are identified early and appropriate services made available as soon as possible. Screening is focused on educational, alcohol, drug, and emotional issues. Support for the effort has come from a 3-year grant from the Commission on Criminal and Juvenile Justice and contributions of staff time and other resources from Youth Corrections.

During FY 1999, the program operated in the three detention centers along the Wasatch Front: Weber Valley Detention Center, Salt Lake Valley Detention Center, and Slate Can-

yon Youth Center in Utah County. Detention workers in each center were recruited and trained to administer and score screening tests. Once screenings are conducted and interpreted, results are assembled in an assessment packet that is disseminated to Juvenile Court Probation officers and human service workers who are involved with the case. These workers can use the assessment information in making more effective intervention plans for the youth. In its first 2 years of operation, the program screened over 3,000 youths entering detention.

It should be emphasized that this screening is not intended to replace traditional case work or psychological evaluations nor does it provide diagnoses or suggest definitive treatment strategies. Rather, it is being used to alert care givers of possible problems as early as possible.

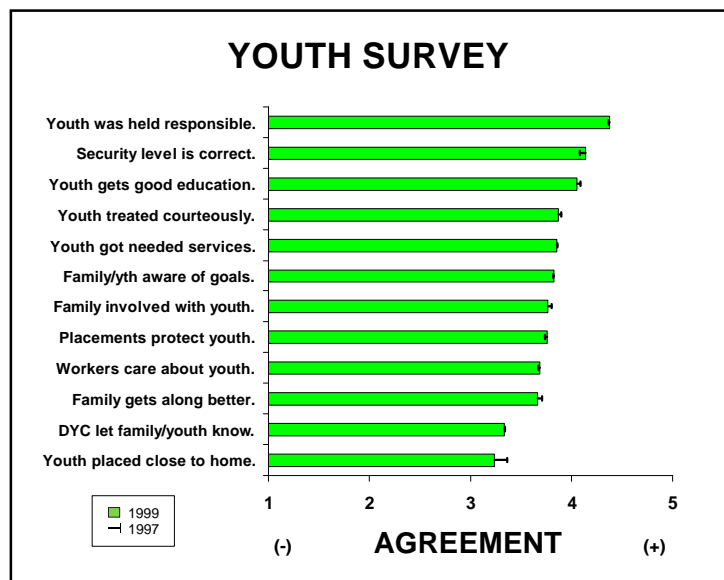
YOUTH AND PARENT SATISFACTION SURVEYS

As a part of its ongoing commitment to increase the quality of its services, the Division has sought feedback from the youths and parents it serves. Satisfaction surveys have been distributed to all youths in Division custody and to their parents every other year since 1993. Responses from youths and parents in 1997 and 1999 are summarized in the graphs below.

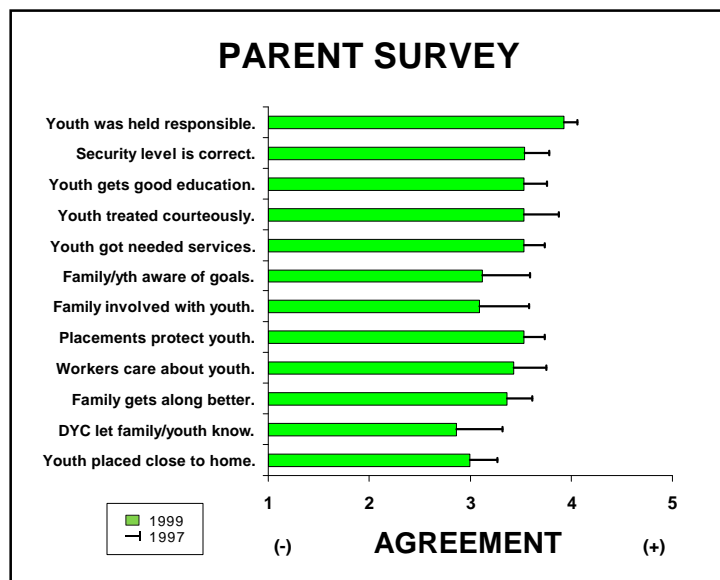
The surveys asked youths and parents to evaluate how well the Division is meeting the program objectives identified in its Mission, including: (1) holding youths responsible for their actions, (2) ensuring youths receive an education, (3) ensuring that youths receive the proper level of security, and (4) placing youths close to home. In both 1997 and 1999, the average responses to all statements for youths and parents

RECENT AND ONGOING PROJECTS

were near or more positive than the neutral score of 3. Average youths responses to individual statements were similar in the 2 years. Responses of parents in FY 1999 were systematically lower than in FY 1997. The greatest discrepancies involved statements related to family involvement and understanding of the programming process.



For youths and parents in 1997 and 1999, the highest level of agreement was with the statements that youths are held responsible for their behavior and that security level is correct. The lowest level of agreement was with statements that youths are placed close to home and kept informed.



PARAMOUNT REFLECTIONS

The Division of Youth Corrections and the Northern Region (Region I) have experienced unprecedented rates of growth in the last several years. The population of females has substantially increased, and increased at a faster rate than the male population. Between 1990 and 1998, the proportion of females in Division community based alternatives almost doubled from 6.4 percent to 12.3 percent (note: in 1984 only 2 percent of the youths in community programs were female). Similarly, between 1990 and 1998, the proportion of females placed in the observation and assessment centers and secure facilities increased from 11.1 percent to 17.9 percent and from 3.5 percent to 6.1 percent respectively. Both the Division of Youth Corrections and the Northern Region recognized that there is a need to provide programs for the increasing number of females in custody and to develop programming that takes into account the unique needs, situations, and problems encountered by this population. It is generally acknowledged that programs utilizing traditional strategies and interventions developed for male populations are less effective with young females. Female offenders often require more support with a recognition that they often cannot return home and, thus, must prepare for independent living.

Building on recommendations made by the Division's Female Resource/Programming Task Force, the Paramount Reflections program includes and emphasizes the restorative justice philosophy, the "six domains of a female youth offender program," and other recommended elements for

programs serving young females. The six domains are (1) education, (2) health, (3) social, (4) recreation, (5) spirituality, and (6) emotional. In addition, programming and counseling is sensitive to multiple issues including sexual abuse, rape, and violence encountered in relationships. Family counseling focuses on improved communication, increasing parental skills, and issues of abandonment. Substance abuse intervention deals with multiple issues that are often antecedent and integral to substance abuse by females. Specialized programming related to pregnancy and parental issues also is an important programming component. Paramount Reflections is located in Layton close to public transportation and the businesses located in and around a local mall. There are many employment opportunities near by for those who need to pay restitution or ready themselves for independent living. Staff assist youths to prepare for, find, and keep jobs.

Paramount Reflections offers a highly structured, day-treatment program designed to enhance community safety, accountability, and skill development. Youths typically attend the program for 12 hours each day 5 days each week and 8 hours each weekend. In the evening, and whenever they are not at Reflections or working in a job, participants return to specialized proctor placements or their to their own homes. It is expected that the Paramount Reflections staff, parents, proctor parents and other private provider staff communicate and coordinate their activities in such a way that high levels of supervision and accountability are maintained. In

addition to the program components identified above, day treatment includes a youth-in-custody classroom staffed by Davis School District that can serve twelve females. Along with traditional academic subjects, vocational and life skills are included in the curriculum. After school, youths participate in a diverse offering of restitution, public service, recreational, treatment, and skills development activities consistent with the domains for female programming.

LIGHTNING PEAK

A day treatment program for Region III was planned in 1997 and Lightning Peak opened for services in 1998 at the old Provo Detention Center. At the center, staff teach life skills classes to youths. Interns from the Brigham Young University Departments of Family Science, Recreational Management, and Social Work also add to the overall programming. In the first year of programming, youths in Division custody were able to participate in a school program, GED preparation classes, UVSC Explorers, Independent Living, America's Promise, drug and alcohol groups and the Mountainlands Athletic League. Youths also have had the opportunity to participate in a wide variety of community service projects ranging from picking up garbage on the freeway to playing bingo with residents in a nursing home.

In the time since it opened, the program has continued to develop its programming services and the range of youths it serves. During 1999, the home detention program in Utah

Recently, participants in the program formed Girl Scout Troop 178 and are actively participating in the Girl Scout program. In addition, a program to provide mentors for each of the girls is being developed in partnership with Big Brothers/Big Sisters of Utah. Finally, Paramount Reflections staff has developed a transition/after care program for females committed to long-term secure facilities.

County and the Strawberry Work Camp came under the umbrella of Lightning Peak. With these additions, Lightning Peak offers programming opportunities to youths at all levels of Division custody, including providing detention alternative supervision for youths awaiting adjudication or community placement.

A Youth in Custody Unit school was established and staffed in January 1999. The school offers service to youths in the custody of the Divisions of Youth Corrections and Child and Family Services. Utah Valley State College started a Career-Vocational Guidance Center where school counseling and tutors for youths in all programs are provided.

In FY 2000, the program will offer a Love & Logic Parenting class. Staff also will coordinate individual, group, and family counseling for youths and families with the Brigham Young University Education and Psychology Masters program.

YOUTH IN CUSTODY EDUCATIONAL PROGRAMS

Students in the custody of the Division of Youth Corrections and the Division of Child and Family Services are provided educational services through funding appropriated by the Utah State Legislature and designated to the Utah State Office of Education, which has the legal responsibility for educating youths in state custody. The Utah State Office of Education allocates educational funding (\$10,688,310 in FY 1999) to local school districts through annual grants based on the number and placement of students in custody.

The purpose of the Youth in Custody funds (UCA 53a-1-403) is to provide educational, administrative, and support services for students in the custody of the State of Utah. The education programs provided for the students are designed to assure that students in the custody of the state receive a free and appropriate education in the least restrictive setting. The primary goals of all Youth in Custody education programs are to impart academic and behavioral skills. Additionally, secondary programs are designed to help students meet graduation requirements and acquire vocational skills.

Youth in Custody students are served with a continuum of educational programs (11 different service patterns) which range from full-time high school courses, for youths in

secure facilities, through mentor assistance for youths placed in the community. Students in all these programs earn hours and credit toward high school graduation. During the 1998-1999 school year, Youth in Custody students exhibited average gains of 1.6 months in reading and 1.9 months in mathematics for each month they spent in a Youth in Custody program (see figure to the left; Source: Utah State Office of Education). Students have also taken the Scholastic Aptitude Test and scored high enough to gain college admittance. While in custody, students have successfully completed correspondence courses from local universities. Those who qualify also receive special education services and attend area technical centers.

The Youth in Custody education programs are just one component in the total treatment plan provided to meet the needs of youths in the Division's custody. The collaboration between Youth in Custody, the Division of Youth Corrections, the Division of Child and Family Services, and other allied agencies, provides an array of educational and treatment services which, according to the research, reduces recidivism. Treatment programs that do not include an adequate educational component greatly increase the risk of recidivism and cost the community in both personal and financial terms.

MAJOR ACCOMPLISHMENTS

Adhering to its Mission “to provide a continuum of supervision and rehabilitation programs which meets the needs of the youthful offender in a manner consistent with public safety,” the Division of Youth Corrections developed four Management/Leadership Organizational Goals for FY 1999 based on the Balanced Approach Model. The Division has achieved the following accomplishments during the past year based on these goals:

GOAL 1. The Division will provide resources & services which will protect the community.

Ground was broken for new facilities in Vernal & Logan to replace current outdated & overcrowded facilities.

Funding was appropriated by the 1999 Legislature to open the new Price, Logan & Vernal multiuse facilities.

Construction funds were appropriated to build a new Richfield multiuse facility to replace the current overcrowded facility.

An additional option for out-of-state placement was implemented as a contract was signed with Rite of Passage in Nevada to provide another unique alternative to secure care.

The Division's overall AWOL rate was reduced by more than 20%.

Electronic monitoring devices were made available in Blanding, Richfield, Vernal & Logan to support intensive supervision services for additional youths.

Leadership from the Division & the Utah Juvenile Court implemented regular joint meetings involving the administrative groups of both organizations to improve relationships & deal more effectively with crosscutting juvenile justice issues.

The Division exceeded expectations for collection of Federal funding because of the strong efforts of case management, supervisory staffs, & contracted private providers. A total of \$9,655,717 was collected from Federal sources including Title IV-E, Title XIX, and other Federal juvenile justice grants. This was an increase of 85% over the amount in FY 1998. Federal revenue allows the Division to continue providing services to an ever growing client population.

Collaborative efforts resulted in the implementation of several new program initiatives including expanded day treatment services and the Pathfinders program, a prevention program for youths at risk.

The Quality Assurance Unit conducted in-depth investigations of 64 program incidents. The unit conducted training for 299 Division staff & 46 private provider staff.

GOAL 2. The Division will hold juveniles accountable for their delinquent behavior while in our charge.

Youths in Division custody earned \$303,674 in restitution for victims through involvement in Division & community work programs. Over 100,000 hours of community service were logged.

All three of the Division's regions continued to work closely with the National Forest Service, BLM, & local city & county governments to develop new sites for community service opportunities for youths in DYC custody. Projects included:

- * Division youths provided work for Camp Williams, National Guard Armories, Red Butte Gardens, Tracy Aviary, Dimple Dell Park, Jordan Equestrian Park, This Is The Place State Park, Utah State Developmental Center, Veteran's Memorial Cemetery, Utah Food Bank, Life Care, Utah Historical Society, & Bluffdale Cemetery.
- * At the Strawberry Work Camp, female residents built fences, worked on wildlife guzzlers, vegetation projects, noxious weed control, & maintained dispersed recreation sites.
- * Youths provided services to seniors at Elderly Manor & handicapped children at Dan Peterson School & Hartvigsen School.
- * Youths donated allowance money to buy Christmas for a needy family.

100% of youths released from secure care programs have participated in victim awareness programming.

The Division worked with Juvenile Court to allow youths to participate in the Victim/Offender Mediation Program.

GOAL 3. The Division will provide resources & services to delinquent youths that will improve their individual competencies & skills.

Vocational testing & training are offered in all regions. Additional funding was awarded to regions to enhance this area & partnerships with educational programs were established. New initiatives include:

- * Wasatch Youth Center initiated collaboration & incorporated 4-H Programs & utilized 4-H volunteers to assist with skill development projects. Youths won awards for projects submitted to the Utah State Fair & the Salt Lake County Fair.
- * Uinta Basin Youth Center joined forces with the Utah Work Force to establish a vocational testing & assessment package that has been utilized for assistance in placement of youths & follow-up recommendations.
- * Slate Canyon Youth Center initiated a vocational assessment & integration service with Utah Valley State College which assisted many youths with their vocational ambitions & transition back to the community.
- * Genesis Youth Center developed a joint venture with the Jordan School District to construct a greenhouse for instructional purposes & to provide a work site. Plants will be donated to Life Care, a program for senior citizens.
- * Region II worked with the Granite School District Youth In Custody program & the Salt Lake Community College (SLCC) to provide students with an opportunity to participate in vocational classes provided by the SLCC Skills Center.
- * Region II initiated a pilot project with Utah Groups to increase meaningful job skills training for each program participant & to place each participant in a job.

Decker Lake developed a Food Handlers Program, electronics assembly program, a birdhouse project, & Job Fair utilizing volunteers from the community who presented vocational & business occupations. Drama productions allowed youths the opportunity to participate in all aspects of the theater including writing plays, creating scenery & acting.

The number of psycho-educational groups and specialized treatment offerings were increased.

The Division Training Unit applied for a continuation grant of \$10,000 from the Utah Board of Juvenile Justice to continue to implement female specific gender programming training for staff of the juvenile justice system.

Funding support from a justice grant allowed the Division to expand the early assessment & screening process to identify substance abuse & mental health issues of youths admitted to detention centers. Originally implemented at Salt Lake Valley Detention the program was expanded to Slate Canyon Youth Center and Weber Valley Youth Center during FY 1999.

Youth Corrections, in conjunction with Big Brothers/Big Sisters, developed a program to serve youths at long-term, secure care units. Mentors spent an hour a week with an assigned youth. The Division's Mentoring Program was expanded to 45 mentors in FY 1999, more than double the number in FY 1997.

GOAL 4. The Division will improve services by training staff & encouraging participation in personal service activities.

During FY 1999, 97% of DYC staff completed their required annual training hours (up from 89% in FY 1998) & 98% of Division staff completed all mandatory training courses.

During FY 1999, approximately 300 Division staff contributed over 19,000 hours in volunteer service to their respective communities.

Individually, staff were involved in a myriad of activities including: mentoring, tutoring, coaching for Little League baseball & soccer, scouting, coaching Jr. Jazz, doing projects for senior citizens, assisting Sub for Santa, Angel Tree, Meals on Wheels, participating on advisory boards for community agencies, teaching drug & alcohol prevention to elementary school age children, assisting with food distribution for Crossroads Urban Center, volunteering for organizations such as Multiple Sclerosis Society, Ronald McDonald House, American Red Cross, American Cancer Society, Humane Society, National Ability Center, The United Way, Battered Women's Shelters & Domestic Violence Programs, Aging & Adult Services, Hispanic Center, Juvenile Court Victim/Offender Mediation Program, local food banks, Wasatch Community Gardens, Ogden City Recreation, Guadalupe Center, Lincoln Elementary School, Vista Elementary School, Utah AIDS Foundation, Project Smile, Life Care, & local homeless shelters. Many staff volunteer with local elementary schools or work directly with individual "youth at risk" in their neighborhoods. Some individuals volunteer to speak to youth groups in the schools & communities. These are but a few of the volunteer services Division staff contributed during FY 1999.

YOUTH CORRECTIONS' INFORMATION RESOURCES

JUVENILE JUSTICE DOCUMENTS

What Parents Should Know About the Division of Youth Corrections contains: (1) the DYC Mission Statement; (2) How Your Child Entered Youth Corrections Custody; (3) Care, Custody, Guardianship- What Does It Mean?; (4) Programs in DYC; (5) How You Can Help; (6) You and the ORS; and (7) Case Management Services.

What Youth Should Know About the Division of Youth Corrections contains: (1) the Youth Bill of Rights, (2) Expectations, (3) Treatment Plans, (4) Grievance Procedure, (5) the New Serious Youth Offender Law, (6) Programs in DYC, and (7) Case Management Services.

Juvenile Justice Terms lists definitions for commonly used juvenile justice terms.

The Victims Handbook, prepared by the Youth Parole Authority, explains the rights of victims and how they can have input into their case. Although written for victims of youths incarcerated in secure facilities, it can benefit victims of any juvenile crime.

The Programs Brochure describes custody, parental rights, the Youth Corrections' Mission Statement, youth programs, and gives important addresses and contact names (many programs and facilities have specific brochures available).

Utah Sentencing Commission: Juvenile Sentencing Guidelines Manual 1997, a description and application guide for the Juvenile Sentencing Guidelines.

POSTERS

101 Ways to Stop the Violence

The Serious Youth Offender

VIDEO

Seeking Justice: A Look Inside the Division of Youth Corrections is a 35 minute video that answers the question, "What really happens to youth who commit crime?" Division staff show this film and are onhand to answer any additional questions.

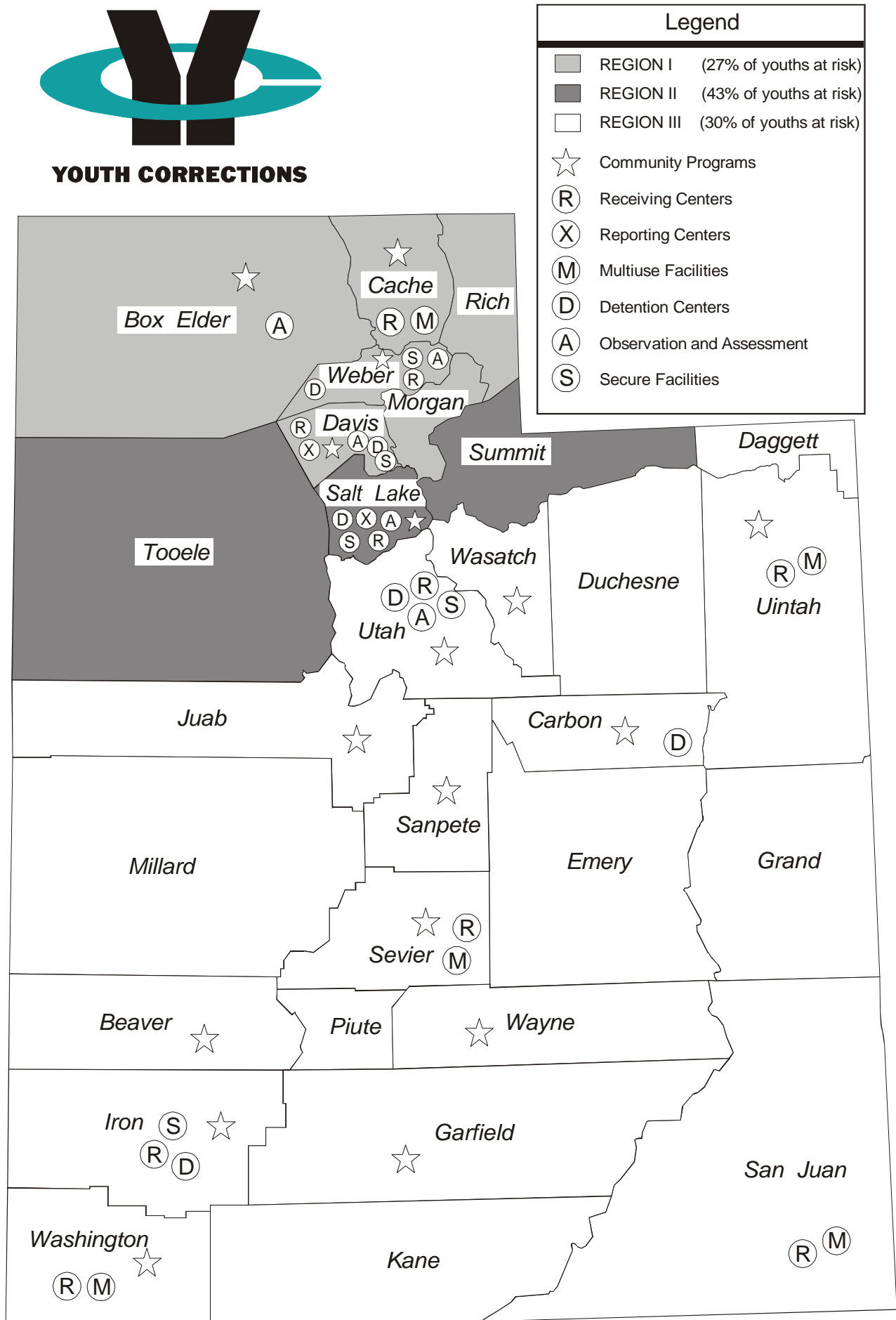
SPEAKERS BUREAU

Youth Corrections' staff are available for community and school presentations that address topics such as Utah's juvenile justice system, privatized facilities for delinquent youth, youth sex offenders, or other subjects upon request. Presentations can be specifically prepared for your group. Presentations last approximately one hour and include the video mentioned above, plus question and answer periods. Speakers are available throughout the state upon request.

Any of the above resources are available from Jeanne Lund by calling (801) 538-4330 or e-mailing jlund@email.state.ut.us. Additional information can be found by visiting the Division's web site at: <http://www.hsdyc.state.ut.us/>



YOUTH CORRECTIONS



STATE ADMIN OFFICE Gary Dalton (801) 538-4330
120 N 200 W, Rm 419 fax (801) 538-4334
Salt Lake City, Ut 84103

REGION I Cecil Robinson (801) 627-0322
145 N Monroe Blvd fax (801) 393-7813
Ogden, UT 84404

REGION II Vacancy (801) 284-0200
61 W 3900 S fax (801) 263-9058
Salt Lake City, UT 84107

REGION III Kit Enniss (801) 491-0100
205 W 900 N fax (801) 489-9004
Springville, UT 84663

YTH PAROLE AUTHORITY Stephanie Carter (801) 538-4331
120 N 200 W, Rm 430 fax (801) 538-4334
Salt Lake City, Ut 84103

SECURE FACILITIES.....

DECKER LAKE YTH CTR Sal Mendez (801) 954-9200
2310 W 2770 S fax (801) 954-9255
West Valley City, UT 84119

FARMINGTON BAY YTH CTR Tony Hassell (801) 451-8620
907 W Clark Ln fax (801) 451-2465
Farmington, UT 84025

MILL CREEK YTH CTR Seranor DeJesus (801) 399-3441
790 W 12th St fax (801) 627-3589
Ogden, UT 84404

SLATE CANYON YTH CTR Odell Erickson (801) 342-7840
1991 S State St fax (801) 342-7873
Provo, UT 84606

SW UTAH YTH CTR Jay Maughan (435) 867-2500
270 E 1600 N fax (435) 867-2525
Cedar City, UT 84720

WASATCH YTH CTR Anne Nelsen (801) 265-5830
3534 S 700 W fax (801) 265-5846
Salt Lake City, UT 84119

OBSERVATION AND ASSESSMENT.....

COPPER HILLS YTH CTR David Damschen (801) 561-3377
5899 W Revell Dr fax (801) 569-2959
West Jordan, UT 84088

FARMINGTON BAY YTH CTR Tony Hassell (801) 451-8620
907 W Clark Ln fax (801) 451-2465
Farmington, UT 84025

NORTH BAY YTH CTR Tony Hassell (435) 723-5143
82 S 800 W fax (435) 723-5819
Brigham City, UT 84302

REGION I O&A Bryan PoVey (801) 627-0326
145 N Monroe Blvd fax (801) 292-9967
Ogden, UT 84404

REGION II O&A Vanessa Jarrell (801) 284-0230
61 W 3900 S fax (801) 263-9058
Salt Lake City, UT 84107

REGION III O&A Malcolm Evans (801) 491-0134
205 W 900 N fax (801) 489-9004
Springville, UT 84663

COMMUNITY ALTERNATIVE PROGRAMS.....

(Contact State Admin Office for contractors providing community services)

ALTERNATIVES TO DT Curtis Preece (801) 685-5710
3570 S West Temple fax (801) 685-5707
Salt Lake City, UT 84115

COPPER SPR OUTREACH Jeff McBride (435) 792-4267
925 W 200 N Suite A-6 fax (435) 792-4276
Logan, UT 84321

DAVIS AREA YTH CTR Marty Mendenhall (801) 774-8767
2465 N Main, Suite 13-A fax (801) 776-2954
Sunset, UT 84015

DART Program Rhett Puder (801) 265-5828
3520 S 700 W fax (801) 265-5847
Salt Lake City, UT 84119

GENESIS Dave Loden (801) 576-6700
14178 S Pony Express Rd fax (801) 576-4064
Draper, UT 84020

LIGHTNING PEAK Noela Karza (801) 370-0503
1955 Buckley Ln fax (801) 356-2380
Provo, UT 84606

PARAMOUNT REFLECTIONS Bob Heffernan (801) 779-6521
523 Heritage Blvd, Suite #2 fax (801) 779-6530
Layton, UT 84041

PROJECT PARAMOUNT Bob Heffernan (801) 621-3558
2421 Kiesel Ave fax (801) 393-2869
Ogden, UT 84404

TASC Paul Morrison (801) 685-5712
3570 S West Temple fax (801) 685-5707
Salt Lake City, UT 84115

DETENTION CENTERS/MULTIUSE FACILITIES.....

CACHE ATTEN/DT CTR Jeff McBride (435) 752-5271
129 N 100 W fax (435) 753-0163
Logan, UT 84321

CANYONLANDS YTH HOME Mel Laws (435) 678-1499
167 E 500 N fax (435) 678-2911
Blanding, UT 84511

CASTLE COUNTRY YTH CTR Bryon Matsuda (435) 637-4922
47 S 1st E fax (435) 636-1439
Price, UT 84501

CENTRAL UTAH YTH CTR Glen Ames (435) 896-8402
58 E 300 N fax (435) 896-8814
Richfield, UT 84701

FARMINGTON BAY YTH CTR Tony Hassell (801) 451-8620
907 W Clark Ln fax (801) 451-2465
Farmington, UT 84025

SALT LAKE VALLEY DT CTR Keith Smith (801) 261-2060
3450 S 900 W fax (801) 261-2732
Salt Lake City, UT 84119

SLATE CANYON YTH CTR Odell Erickson (801) 342-7840
1991 S State St fax (801) 342-7873
Provo, UT 84606

SW UTAH YTH CTR Jay Maughan (435) 867-2500
270 E 1600 N fax (435) 867-2525
Cedar City, UT 84720

UINTAH BASIN YTH CTR Jeanne Gross (435) 789-8472
980 W Market Dr fax (435) 781-0840
Vernal, UT 84078

WASH CO YTH CRISIS CTR Sherri Mowery (435) 656-6100
251 E 200 N fax (435) 656-6139
St. George, UT 84770

WEBER VALLEY DT CNTR Vacancy (801) 825-2794
5470 S 2700 W fax (801) 776-8976
Roy, UT 84067

RECEIVING CENTERS.....

ARCHWAY YTH SRVC CTR Jackie Southwick (801) 778-6500
2660 Lincoln Ave fax (801) 778-6520
Ogden, UT 84401

CACHE ATTEN/DT CTR Jeff McBride (435) 752-5271
129 N 100 W fax (435) 753-0163
Logan, UT 84321

CANYONLANDS YOUTH HOME Mel Laws (435) 678-1499
167 E 500 N fax (435) 678-2911
Blanding, UT 84511

CENTRAL UTAH YTH CTR Glen Ames (435) 896-8402
58 E 300 N fax (435) 896-8814
Richfield, UT 84701

DUCHESNE CO RCVNG CTR Wayne Potter (435) 722-3226
28 W Lagoon St fax (435) 781-0840
Roosevelt, UT 84066

SALT LAKE RCVNG CTR Jon Appleman (801) 264-2331
177 W Price Ave fax (801) 269-7556
Salt Lake City, UT 84115

SLATE CANYON YTH CTR Odell Erickson (801) 342-7840
1991 S State St fax (801) 342-7873
Provo, UT 84606

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Sunset, UT 84015

SW UTAH YTH CTR Jay Maughan (435) 586-1704
1629 W Harding Ave fax (435) 586-6696
Cedar City, UT 84720

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980 W Market Dr fax (435) 781-0840
Vernal, UT 84078

WASH CO YTH CRISIS CTR Sherri Mowery (435) 656-6100
251 E 200 N fax (435) 656-6139
St George, UT 84770

